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NATIONAL RESTAURANT ASSOCIATION

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Compensation for Salaried Personnel in Foodservice

Prepared in cooperation with

HayGroup

1991 Edition

COMPENSATION FOR SALARIED PERSONNEL IN FOODSERVICE — 1990

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May 1991

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To the reader:

This is the National Restaurant Association's fifth nationwide report on wages and benefits for salaried employees and executives in the foodservice industry. It is based on a survey conducted by the Association in cooperation with the consulting firm of Hay Management Consultants.

The levels of compensation and benefits for positions presented in this report are intended to be used as guidelines, not as standards for the industry. They are representative of the respondents to the survey rather than of the industry. They are not an attempt by the National Restaurant Association or Hay Management Consultants to set or conform compensation levels or benefit standards for the industry.

The cooperation of the National Restaurant Association members who supplied data for this study is sincerely appreciated.

COMPENSATION FOR SALARIED PERSONNEL IN FOODSERVICE—1990

Background

More than 14,000 survey questionnaires were distributed to National Restaurant Association members throughout the nation. The questionnaire contains some minor changes from the questionnaire used in previous studies. A copy of the questionnaire can be found on the final pages of this report. Over 1,300 questionnaires were returned. Standardized guidelines and procedures for handling questionnaires were established before analyzing the survey respondents' data. Returned questionnaires were carefully reviewed for accuracy and reasonableness before information processing was initiated.

A total of 1,305 questionnaires were used in the final analysis. These respondents represent 12,708 units, which employ more than 37,000 salaried workers.

The following is a profile of the typical contributor:

- Private corporation.
- Full menu—tableservice operation.
- Operates locally.
- Annual sales of $900,000.
- Employs fewer than 5 salaried workers.

The survey results provide the following information for each position:

- Base salary.
- Annual bonus and/or incentive.

For each position, the number of employees involved, rather than the number of companies responding, is provided along with the lower quartile, median, and upper quartile amounts. For an explanation of how these three figures are calculated, please refer to the appendix entitled "Understanding Medians, Means and Quartiles."

When there are an insufficient number of responses for analysis, an asterisk (*) symbol is inserted in place of the figure to ensure that the information contributed by respondents remains confidential.

The positions are analyzed individually by each of the following breakdowns:

Sales Per Restaurant:
Less Than $500,000
$500,000 to $999,999
$1,000,000 to $1,999,999
$2,000,000 and Over

Type of Ownership:
Sole Proprietorship
Partnership
Public Corporation
Private Corporation

Annual Sales Volume:
Less Than $1,000,000
$1,000,000 to $1,999,999
$2,000,000 to $4,999,999
$5,000,000 to $9,999,999
$10,000,000 and Over

Scope of Operation:
Local Only
Several Localities Within One or Two States
Regional
National (U.S. Only)
International

Type of Restaurant:
Full Menu—Tableservice
Limited Menu—Tableservice
Limited Menu—No Tableservice
Cafeteria—Full Menu
Other

Region:
Northeast
North Central
South
West

Type of Organization:
Club
Foodservice Contractor
Franchise Operation
Hotel/Motel

Executive Summary

The 1990 survey results contain detailed compensation information for 31 positions in the foodservice industry.

- The median base salary for a unit manager is $25,740; for an assistant unit manager, $21,600.
- District managers receive a median base salary of $42,000 and a median annual bonus of $4,817.
- The median base salary for the position of executive chef is $31,000.
- Regional managers receive a median base salary of $50,200 and a median annual bonus of $6,800.
- The median base salary for a food and beverage director is $32,736. The median base salary for a manager trainee is $18,600. Kitchen managers receive a median base salary of $22,000.
- Among the vice president positions, median base salary ranges from $40,000 for general vice president to $76,875 for vice president of franchising.
- The median base salary for the chairman of the board is $95,000, while the median base salary for owners is $38,000.
- The median annual bonus for the chairman of the board is $27,500, and $15,000 for owners.
- The median base salary for a president is $47,500, with a median annual bonus of $15,750.
- The chief executive officer has a median base salary of $46,000, while the chief financial officer's median base salary is $48,000, and the chief operating officer's is $50,000.

Exhibit 1
Compensation for All Positions—All Respondents

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
Owner	757	$25,000	$38,000	$60,000	335	$5,000	$15,000	$30,000
Chairman of the Board	36	30,000	95,000	204,000	18	9,000	27,500	110,055
President	304	30,000	47,500	75,000	122	5,000	15,750	40,000
Chief Executive Officer	105	29,400	46,000	75,000	54	3,850	10,000	19,250
Chief Financial Officer	78	34,000	48,000	76,500	36	3,500	10,000	15,750
Chief Operating Officer	95	34,000	50,000	70,000	52	2,000	6,000	12,000
Treasurer	109	18,600	28,000	52,000	40	2,000	6,000	14,000
Vice President								
General	30	18,100	40,000	72,500	15	1,750	8,875	34,500
Development/Real Estate	26	51,625	67,182	94,050	15	4,553	15,500	42,500
Distribution/Purchasing	33	27,250	46,000	87,510	15	4,000	7,200	30,000
Finance	31	40,875	60,000	[illegible]0	15	11,359	19,000	39,250
Franchising	14	40,000	76,875	[illegible]0	8	•	10,746	•
Management Information Systems	21	30,000	56,500	[illegible]525	10	•	8,783	•
Marketing	58	26,500	44,200	67,000	29	1,750	6,500	25,446
Operations	162	30,000	50,000	74,450	77	5,000	10,000	23,750
Personnel/Human Resources	54	29,000	42,000	70,000	22	3,340	6,000	16,503
Other Function	43	30,250	46,680	60,750	25	2,500	10,000	20,000
Controller	228	24,000	30,000	40,000	100	1,000	3,000	5,000
Training Director	57	24,250	30,500	42,750	30	1,000	3,000	5,525
Food and Beverage Director	305	25,000	32,736	42,000	111	1,000	2,500	5,500
Executive Chef	483	25,000	31,000	38,000	216	1,000	2,050	5,000
Banquet Manager	180	18,000	23,250	28,900	54	750	2,000	6,000
Catering Manager	157	20,000	24,000	31,000	69	1,000	[illegible]0	5,150
Unit Manager	8,764	20,000	25,740	31,000	6,852	1,158	2,[illegible]00	5,000
Assistant Unit Manager	11,873	18,500	21,600	24,500	9,378	500	1,041	2,500
Night Manager	317	15,000	18,200	23,100	155	613	1,121	2,231
Manager Trainee	2,017	16,172	18,600	22,050	69	1,013	2,000	5,875
Dining Room Manager	895	15,000	20,425	25,000	565	500	1,305	2,450
Kitchen Manager	970	18,000	22,000	27,162	390	550	1,700	3,000
Regional Manager	508	36,601	50,200	58,000	466	3,154	6,800	11,633
District Manager	887	33,950	42,000	46,400	840	2,246	4,817	7,000

Profile of Contributors

Each respondent was asked to provide general characteristics pertaining to the size, scope, restaurant type, and other operational features of their organization. The following sections summarize company characteristics that describe the respondents.

Number of Restaurants

Exhibit 2 presents the distribution of respondents by number of restaurants. Over two-thirds (70%) of the contributors operated one restaurant, while over 8% operated 10 or more restaurants.

Type of Ownership

Exhibit 3 shows the analysis of the respondent companies by type of ownership. Private corporations accounted for more than 65% of the sample. The 53 public corporations responding comprised 4% of the sample, but represented a large portion of publicly held foodservice operations.

Type of Restaurant

An analysis of the respondent companies by type of restaurant is shown in Exhibit 4. Of the 1,305 respondents included in this study, 863 (66%) were full menu—tableservice organizations. Limited menu—tableservice restaurants accounted for 166 respondents, or 13% of the sample.

Geographic Scope of Operations

Approximately 86% of the respondents maintained their scope of operations on a local basis only, as demonstrated in Exhibit 5. Only 0.8% of the sample responded that they operate restaurants internationally.

Exhibit 2
Distribution of Respondents—By Number of Restaurants

Number of Restaurants	Number of Respondents	Percent of Respondents
1	924	70.8%
2 to 4	202	15.5
5 to 9	71	5.4
10 to 49	66	5.1
50 and Over	21	1.6
No Response	21	1.6
Total	1,305	100.0%

Exhibit 3
Distribution of Respondents—By Type of Ownership

Type of Ownership	Number of Respondents	Percent of Respondents
Proprietorship—Sole Owner	274	21.0%
Partnership	112	8.6
Public Corporation	53	4.1
Private Corporation	856	65.5
No Response	10	0.7
Total	1,305	100.0%

Exhibit 4
Distribution of Respondents—By Type of Restaurant*

Type of Restaurant	Number of Respondents	Percent of Respondents
Full Menu—Tableservice	863	66.1%
Limited Menu—Tableservice	166	12.7
Limited Menu—No Tableservice	155	11.9
Cafeteria—Full Menu	45	3.4
Other	48	3.7
No Response	28	2.2
Total	1,305	100.0%

*Respondents with more than one type of restaurant reported the type accounting for the largest portion of sales.

Exhibit 5
Distribution of Respondents—By Scope of Operation

Scope of Operation	Number of Respondents	Percent of Respondents
Operate Locally	1,120	85.8%
Operate in Several Localities Within One or Two States	95	7.3
Operate Regionally	29	2.2
Operate Within U.S. Only	36	2.8
Operating Internationally	10	0.8
No Response	15	1.1
Total	1,305	100.0%

Exhibit 6
Distribution of Respondents—By Annual Sales Volume

Sales Volume	Number of Respondents	Percent of Respondents
Less Than $1,000,000	660	50.6%
$1,000,000 to $1,999,999	241	18.5
$2,000,000 to $4,999,999	195	14.9
$5,000,000 to $9,999,999	70	5.4
$10,000,000 and Over	65	5.0
No Response	74	5.6
Total	1,305	100.0%

Exhibit 7
Distribution of Respondents—By Sales Per Company Operated Restaurant

Sales Per Restaurant	Number of Respondents	Percent of Respondents
Less Than $500,000	458	35.1%
$500,000 to $999,999	357	27.4
$1,000,000 to $1,999,999	252	19.3
$2,000,000 and Over	153	11.7
No Response	85	6.5
Total	1,305	100.0%

Exhibit 8
Distribution of Respondents—By Number of Salaried Employees

Number of Salaried Employees Per Company	Number of Respondents	Percent of Respondents
Fewer than 5	492	37.7%
5 to 9	271	20.8
10 to 24	219	16.8
25 to 99	131	10.0
100 and Over	57	4.4
No Response	135	10.3
Total	1,305	100.0%

Exhibit 9
Distribution of Respondents—By Region* of Country

Region	Number of Respondents	Percent of Respondents
Northeast	268	20.5%
North Central	317	24.3
South	306	23.4
West	390	29.9
No Response	24	1.9
Total	1,305	100.0%

*Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.
North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH ,SD, WI.
South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.
West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.

Sales Volume

Exhibit 6 illustrates the distribution of respondents by annual sales volume. Approximately half of the respondents reported that their annual sales totaled less than $1 million. This percentage comprises the greatest number of respondents, a total of 660. Only 65 respondents reported annual sales of $10 million or more. This figure represents 5% of the sample surveyed.

Sales Per Company Operated Restaurant

Sales per unit information is displayed in Exhibit 7. The sample is more evenly distributed among the four categories than in Exhibit 6. Thirty-five percent reported sales per restaurant of less than $500,000.

Number of Salaried Employees

As shown in Exhibit 8, 492 respondents reported employing fewer than 5 salaried workers. Only 4% of the respondents surveyed employed 100 or more salaried workers.

Region of the Country

Exhibit 9 shows the distribution of respondents by region of the country. The survey sample is distributed fairly evenly across each region.

Family Businesses

Nearly half (44%) of the organizations that responded were family businesses with family members working as salaried employees, as shown in Exhibit 10.

Total Payroll

As shown in Exhibit 11, 481 respondents reported a total payroll for salaried employees of $100,000 to $499,999. More than 70% of the respondents reported a payroll for salaried employees of less than $500,000.

Length of Service

In Exhibit 12, respondents indicated that almost 5% of their salaried employees had worked for their organization for more than 20 years. Almost 20% of the salaried employees had worked for their organization for less than one year.

Type of Organization

Over 14% of respondents indicated their organization was a foodservice contractor, and 8% indicated their organization was a club, as shown in Exhibit 13.

Exhibit 10
Distribution of Respondents—Family Business With Family Members Working as Salaried Employees

	Number of Respondents	Percent of Respondents
Yes	570	43.7%
No	685	52.5
No Response	50	3.8
Total	1,305	100.0%

Exhibit 11
Distribution of Respondents—By Total Payroll* for Salaried Employees

Total Payroll* for Salaried Employees Per Company	Number of Respondents	Percent of Respondents
Less Than $50,000	210	16.1%
$50,000–$99,999	228	17.5
$100,000–$499,999	481	36.9
$500,000–$999,999	79	6.1
$1,000,000 and Over	81	6.2
No Response	226	17.3
Total	1,305	100.0%

*For most recent ficsal year.

Exhibit 12
Distribution of Salaried Employees—By Length of Service

	Percent of Salaried Employees in Organization	
Length of Service	Median	Mean
Less Than 6 months	0.0%	8.8%
6 months but less than 1 year	0.0	10.3
1–2 Years	10.0	20.9
3–4 Years	7.0	18.8
5–9 Years	8.0	21.0
10–19 Years	0.0	15.3
20 Years or more	0.0	4.9
Total		100.0%

Exhibit 13
Distribution of Respondents—By Type of Organization (respondents could choose more than one)

Type of Organization	Number of Respondents	Percent of Respondents
Club	100	7.7%
Foodservice Contractor	185	14.2
Franchise Operation	152	11.6
Hotel/Motel	135	10.3

HOW TO USE THE COMPENSATION TABLES

Compensation tables follow for each position surveyed. The number of employees, median, and lower and upper quartile compensation values are reported for both base salary and annual bonus. These values are reported for the organizational characteristics outlined in the "Background" section.

These compensation tables may be used to compare your positions to those in the survey for organizations similar to yours. For example, to compare your unit manager's compensation with that in similar operations, turn to Exhibit 37. Find where your operation falls in each category and compare the figures. Assuming, as an example, that your operation is a privately held corporation with full menu—tableservice, operating on a local basis with sales of $1,300,000 per restaurant, you will find the following information.

	Base Salary		
Your Operation	Lower Quartile	Median	Upper Quartile
Private Corporation	$21,675	$26,156	$32,000
Full Menu—Tableservice	24,284	28,000	33,268
Local Only	18,868	25,000	31,575
$1,000,000 to $1,999,999 Sales Per Restaurant	25,104	30,000	36,000

The lower and upper quartiles are given for comparison so that you can determine whether your compensation levels are higher or lower than half of the survey respondents. In general, however, the median is most useful.

For additional information on how the compensation data in the exhibits of this report can be adjusted for a specific area of the country, please refer to Appendix I—Regional and Local Adjustment to Compensation.

Compensation and Bonus—by Individual Position

In this section, base salary and annual bonus information are provided separately for each of the 31 positions. Respondents were asked to provide base salary information as of October 1, 1990 and provide latest average annual bonus information, if applicable.

The figures in each table are analyzed by each of the categories listed in "Background." This breakdown permits readers to compare compensation practices of their restaurant companies with those that have similar characteristics. In each exhibit, the number of positions (employees) represented and the lower quartile, median, and upper quartile are given for base salary and annual bonus.

Exhibit	Position	Page
14	Owner	8
15	Chairman of the Board	9
16	President	10
17	Chief Executive Officer	11
18	Chief Financial Officer	12
19	Chief Operations Officer	13
20	Treasurer	14
	Vice President	
21	• General	15
22	• Development/Real Estate	16
23	• Distribution/Purchasing	17
24	• Finance	18
25	• Franchising	19
26	• Management Information Systems (MIS)	20
27	• Marketing	21
28	• Operations	22
29	• Personnel/Human Resources	23
30	• Other Function	24
31	Controller	25
32	Training Director	26
33	Food and Beverage Director	27
34	Executive Chef	28
35	Banquet Manager	29
36	Catering Manager	30
37	Unit Manager	31
38	Assistant Unit Manager	32
39	Night Manager	33
40	Manager Trainee	34
41	Dining Room Manager	35
42	Kitchen Manager	36
43	Regional Manager	37
44	District Manager	38

Exhibit 14
Compensation for Owner

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	757	$25,000	$38,000	$60,000	335	$5,000	$15,000	$30,000
Sales Per Restaurant								
Less than $500,000	209	18,000	25,000	36,000	68	4,000	15,000	25,000
$500,000 — $999,999	254	25,000	35,940	50,000	125	4,000	10,000	30,000
$1,000,000 — $1,999,999	177	36,000	50,000	75,000	98	10,000	20,000	35,409
$2,000,000 and Over	93	50,000	80,000	130,000	38	11,500	27,500	71,250
Type of Ownership								
Proprietorship — Sole Owner	152	24,750	35,000	52,500	34	5,000	17,500	40,000
Partnership	63	20,000	32,000	60,000	30	8,500	20,000	42,500
Public Corporation	17	21,000	44,700	151,500	9	*	15,300	*
Private Corporation	524	25,610	40,000	60,000	261	5,000	15,000	30,000
Annual Sales Volume								
Less than $1,000,000	401	20,000	30,000	40,000	164	3,000	10,000	25,000
$1,000,000 – $1,999,999	154	35,000	45,000	63,075	74	5,000	15,000	30,000
$2,000,000 – $4,999,999	123	40,000	60,000	100,000	60	10,500	25,000	50,000
$5,000,000 – $9,999,999	33	55,000	112,000	178,000	17	12,500	27,500	47,500
$10,000,000 and Over	28	87,192	170,000	248,750	15	10,000	27,500	200,000
Scope of Operation								
Local Only	626	24,000	35,940	52,000	248	5,000	15,000	30,000
Several Localities	53	41,875	60,000	111,192	32	10,195	30,000	47,500
Regional	16	36,000	100,000	200,000	7	*	*	*
National (U.S. Only)	48	45,000	150,000	250,000	48	8,500	25,000	37,500
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	546	25,000	37,900	60,000	250	5,000	15,000	30,000
Limited Menu — Tableservice	91	19,430	32,500	50,000	32	2,500	20,000	30,000
Limited Menu — No Tableservice	60	25,700	45,000	75,300	27	5,000	10,000	26,250
Cafeteria — Full Menu	22	27,500	41,600	102,500	4	*	*	*
Other	28	30,000	40,000	57,500	16	12,750	17,500	68,750
Region								
Northeast	224	26,000	40,000	58,750	105	5,000	15,000	30,000
North Central	162	25,000	40,000	60,000	70	5,000	20,000	30,000
South	151	29,250	42,000	72,750	77	6,500	15,000	35,000
West	198	21,450	31,200	60,000	78	5,000	15,000	40,000
Type of Organization								
Club	19	24,750	42,100	61,250	7	*	*	*
Foodservice Contractor	110	24,250	36,200	60,000	52	10,000	15,000	25,500
Franchise Operation	73	32,500	46,000	91,000	31	10,000	25,000	31,500
Hotel/Motel	51	20,500	31,200	45,250	18	2,875	10,000	25,000

** Insufficient data.*

Exhibit 15

Compensation for Chairman of the Board

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	36	$30,000	$95,000	$204,000	18	$9,000	$27,500	$110,055
Sales Per Restaurant								
Less than $500,000	10	*	*	*	5	*	*	*
$500,000 – $999,999	11	39,000	106,000	220,000	9	*	30,000	*
$1,000,000 – $1,999,999	8	*	61,000	*	3	*	*	*
$2,000,000 and Over	4	*	*	*	1	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	0	*	*	*	0	*	*	*
Partnership	0	*	*	*	0	*	*	*
Public Corporation	8	*	300,000	*	4	*	*	*
Private Corporation	28	27,600	39,000	125,000	14	5,750	22,000	42,500
Annual Sales Volume								
Less than $1,000,000	7	*	*	*	5	*	*	*
$1,000,000 – $1,999,999	7	*	*	*	3	*	*	*
$2,000,000 – $4,999,999	3	*	*	*	2	*	*	*
$5,000,000 – $9,999,999	6	*	*	*	0	*	*	*
$10,000,000 and Over	10	*	212,000	*	8	*	116,703	*
Scope of Operation								
Local Only	21	23,500	30,000	66,250	9	*	10,000	*
Several Localities	5	*	*	*	4	*	*	*
Regional	4	*	*	*	1	*	*	*
National (U.S. Only)	6	*	*	*	4	*	*	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	17	30,000	92,000	262,500	10	*	27,500	*
Limited Menu -- Tableservice	7	*	*	*	5	*	*	*
Limited Menu — No Tableservice	6	*	*	*	1	*	*	*
Cafeteria — Full Menu	4	*	*	*	1	*	*	*
Other	1	*	*	*	0	*	*	*
Region								
Northeast	5	*	*	*	3	*	*	*
North Central	11	30,000	120,000	204,000	7	*	*	*
South	10	*	87,500	*	4	*	*	*
West	10	*	31,200	*	4	*	*	*
Type of Organization								
Club	0	*	*	*	0	*	*	*
Foodservice Contractor	3	*	*	*	4	*	*	*
Franchise Operation	13	52,500	125,000	232,500	6	*	*	*
Hotel/Motel	4	*	*	*	1	*	*	*

** Insufficient data.*

Exhibit 16
Compensation for President

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	304	$30,000	$47,500	$75,000	122	$5,000	$15,750	$40,000
Sales Per Restaurant								
Less than $500,000	86	18,000	30,000	53,250	20	4,000	10,000	28,000
$500,000 – $999,999	90	30,000	42,000	65,500	35	3,000	10,000	25,000
$1,000,000 – $1,999,999	64	32,500	50,000	65,000	31	5,000	15,000	30,000
$2,000,000 and Over	52	54,700	72,500	156,253	31	8,750	45,646	99,000
Type of Ownership								
Proprietorship — Sole Owner	12	12,800	32,500	60,000	4	*	*	*
Partnership	12	42,000	60,000	119,996	8	*	19,000	*
Public Corporation	11	80,000	125,269	320,000	5	*	*	*
Private Corporation	268	30,000	45,000	70,000	104	5,000	15,000	39,150
Annual Sales Volume								
Less than $1,000,000	117	20,000	30,000	40,000	33	2,000	5,000	10,000
$1,000,000 – $1,999,999	58	30,000	50,000	60,000	24	5,750	14,500	25,000
$2,000,000 – $4,999,999	58	42,000	60,000	80,000	30	7,875	20,000	83,250
$5,000,000 – $9,999,999	26	55,000	85,000	110,000	12	8,750	27,500	48,125
$10,000,000 and Over	35	83,800	135,000	236,000	18	20,500	45,646	155,000
Scope of Operation								
Local Only	237	25,000	40,000	60,000	90	5,000	10,000	30,000
Several Localities	32	45,625	65,500	90,250	18	12,500	20,000	36,250
Regional	14	60,000	117,500	210,450	4	*	*	*
National (U.S. Only)	18	100,000	182,692	280,000	7	*	*	*
International	1	*	*	*	1	*	*	*
Type of Restaurant								
Full Menu — Tableservice	197	30,000	48,000	77,250	78	5,000	15,000	40,000
Limited Menu — Tableservice	43	18,000	32,500	53,500	13	7,500	30,000	51,250
Limited Menu — No Tableservice	45	30,000	60,000	101,750	22	8,750	20,000	44,000
Cafeteria — Full Menu	7	*	*	*	4	*	*	*
Other	9	*	40,000	*	3	*	*	*
Region								
Northeast	47	24,000	35,000	65,000	13	2,000	5,000	20,000
North Central	78	31,200	48,000	67,000	35	5,000	16,000	30,000
South	71	44,200	60,000	103,050	32	8,000	28,000	62,250
West	103	24,500	36,000	60,000	40	5,000	14,500	30,000
Type of Organization								
Club	11	30,000	58,000	60,000	3	*	*	*
Foodservice Contractor	38	33,350	47,500	80,000	15	5,000	15,000	35,000
Franchise Operation	47	45,000	75,000	161,000	22	5,750	18,000	60,750
Hotel/Motel	17	30,000	56,000	87,500	5	*	*	*

** Insufficient data.*

Exhibit 17
Compensation for Chief Executive Officer

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	105	$29,400	$46,000	$75,000	54	$3,850	$10,000	$19,250
Sales Per Restaurant								
Less than $500,000	22	*	33,000	*	7	*	*	*
$500,000 – $999,999	37	24,250	42,600	59,000	17	3,175	7,500	19,625
$1,000,000 – $1,999,999	17	31,000	43,200	65,000	14	4,525	6,500	22,250
$2,000,000 and Over	23	37,025	60,000	101,250	12	5,500	14,900	50,000
Type of Ownership								
Proprietorship — Sole Owner	12	20,200	24,000	63,300	7	*	*	*
Partnership	6	*	*	*	3	*	*	*
Public Corporation	7	*	*	*	3	*	*	*
Private Corporation	80	30,000	45,500	73,750	41	3,250	10,000	19,625
Annual Sales Volume								
Less than $1,000,000	40	20,900	28,800	41,600	17	2,500	3,850	8,800
$1,000,000 – $1,999,999	12	22,750	36,500	73,750	6	*	*	*
$2,000,000 – $4,999,999	15	37,700	56,000	75,000	10	*	7,500	*
$5,000,000 – $9,999,999	15	40,000	55,000	110,000	9	*	28,000	*
$10,000,000 and Over	17	63,750	106,500	277,500	8	*	24,250	*
Scope of Operation								
Local Only	82	25,000	40,000	60,000	40	3,000	5,200	15,000
Several Localities	12	40,000	55,000	80,868	8	*	14,250	*
Regional	6	*	*	*	5	*	*	*
National (U.S. Only)	5	*	*	*	1	*	*	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	71	26,000	40,000	71,000	36	2,500	5,000	11,500
Limited Menu — Tableservice	8	*	43,200	*	5	*	*	*
Limited Menu — No Tableservice	14	28,500	50,000	165,000	6	*	*	*
Cafeteria — Full Menu	5	*	*	*	2	*	*	*
Other	5	*	*	*	3	*	*	*
Region								
Northeast	21	20,800	50,000	65,000	11	2,000	5,000	10,000
North Central	29	27,000	41,500	68,750	17	5,000	10,000	18,250
South	27	29,400	45,000	90,434	13	3,175	7,350	68,750
West	27	30,000	49,000	102,500	12	2,875	11,000	26,000
Type of Organization								
Club	15	32,000	49,000	60,000	14	2,375	4,000	10,000
Foodservice Contractor	13	34,400	43,200	60,000	6	*	*	*
Franchise Operation	16	50,000	75,000	270,000	8	*	23,250	*
Hotel/Motel	10	*	30,000	*	3	*	*	*

** Insufficient data.*

Exhibit 18
Compensation for Chief Financial Officer

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	78	$34,000	$48,000	$76,500	36	$3,500	$10,000	$15,750
Sales Per Restaurant								
Less than $500,000	11	*	60,000	*	5	*	*	*
$500,000 – $999,999	19	30,000	40,000	60,000	7	*	*	*
$1,000,000 – $1,999,999	20	30,000	49,000	65,000	11	1,200	10,000	10,500
$2,000,000 and Over	26	42,975	59,000	81,750	13	4,000	10,000	24,564
Type of Ownership								
Proprietorship — Sole Owner	11	24,000	50,500	78,000	3	*	*	*
Partnership	4	*	*	*	2	*	*	*
Public Corporation	8	*	91,500	*	3	*	*	*
Private Corporation	54	32,500	43,600	64,350	27	3,000	10,000	15,000
Annual Sales Volume								
Less than $1,000,000	14	23,000	34,500	60,000	3	*	*	*
$1,000,000 – $1,999,999	8	*	36,000	*	4	*	*	*
$2,000,000 – $4,999,999	14	25,000	41,300	53,750	6	*	*	*
$5,000,000 – $9,999,999	8	*	49,000	*	5	*	*	*
$10,000,000 and Over	32	45,000	73,540	100,000	18	6,000	10,000	16,523
Scope of Operation								
Local Only	43	29,625	43,300	58,500	14	1,100	7,500	19,050
Several Localities	14	33,750	42,500	64,025	8	*	12,750	*
Regional	8	*	79,000	*	5	*	*	*
National (U.S. Only)	12	57,500	100,000	165,126	8	*	10,000	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	54	34,500	50,000	80,150	26	2,750	10,000	16,523
Limited Menu — Tableservice	9	*	53,000	*	3	*	*	*
Limited Menu — No Tableservice	6	*	*	*	5	*	*	*
Cafeteria — Full Menu	4	*	*	*	1	*	*	*
Other	5	*	*	*	1	*	*	*
Region								
Northeast	16	31,250	44,500	57,625	6	*	*	*
North Central	12	31,500	59,000	84,500	6	*	*	*
South	22	34,250	64,350	98,500	11	6,000	10,500	18,090
West	26	31,500	43,600	76,040	12	3,500	10,000	15,000
Type of Organization								
Club	4	*	*	*	2	*	*	*
Foodservice Contractor	14	23,850	34,000	45,500	8	*	8,500	*
Franchise Operation	17	36,500	48,000	92,500	8	*	10,000	*
Hotel/Motel	5	*	*	*	2	*	*	*

** Insufficient data.*

Exhibit 19
Compensation for Chief Operating Officer

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	95	$34,000	$50,000	$70,000	52	$2,000	$6,000	$12,000
Sales Per Restaurant								
Less than $500,000	17	25,400	43,000	75,000	5	*	*	*
$500,000 – $999,999	16	34,500	51,650	58,750	10	*	4,000	*
$1,000,000 – $1,999,999	34	33,150	45,000	69,700	18	1,950	4,000	8,500
$2,000,000 and Over	26	40,000	55,000	80,000	19	5,250	8,000	20,250
Type of Ownership								
Proprietorship — Sole Owner	5	*	*	*	3	*	*	*
Partnership	9	*	45,000	*	7	*	*	*
Public Corporation	7	*	*	*	2	*	*	*
Private Corporation	72	33,850	49,852	63,750	39	1,850	5,500	12,000
Annual Sales Volume								
Less than $1,000,000	18	22,450	37,600	54,625	8	*	2,500	*
$1,000,000 – $1,999,999	16	30,300	34,500	45,000	11	1,000	3,000	5,000
$2,000,000 – $4,999,999	20	33,600	40,000	55,000	14	1,400	6,000	11,000
$5,000,000 – $9,999,999	8	*	57,500	*	6	*	*	*
$10,000,000 and Over	31	61,250	80,000	99,500	13	7,000	8,000	18,000
Scope of Operation								
Local Only	69	30,000	40,000	55,000	34	1,000	5,000	8,000
Several Localities	12	51,500	67,500	93,750	10	*	17,385	*
Regional	6	*	*	*	4	*	*	*
National (U.S. Only)	5	*	*	*	2	*	*	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	64	33,900	52,000	70,100	40	2,000	6,000	12,000
Limited Menu — Tableservice	8	*	52,500	*	3	*	*	*
Limited Menu — No Tableservice	9	*	50,000	*	7	*	*	*
Cafeteria — Full Menu	10	*	60,000	*	0	*	*	*
Other	2	*	*	*	1	*	*	*
Region								
Northeast	23	34,750	41,500	60,000	10	*	5,500	*
North Central	26	34,475	54,500	75,000	13	1,425	3,000	9,000
South	24	37,600	52,000	67,500	15	4,250	7,500	14,577
West	20	30,000	49,852	73,750	13	2,500	8,000	12,000
Type of Organization								
Club	14	42,000	54,000	60,000	9	*	3,000	*
Foodservice Contractor	8	*	34,170	*	6	*	*	*
Franchise Operation	16	52,750	65,000	91,250	8	*	11,500	*
Hotel/Motel	14	34,250	53,900	71,250	7	*	*	*

** Insufficient data.*

Exhibit 20
Compensation for Treasurer

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	109	$18,600	$28,000	$52,000	40	$2,000	$6,000	$14,000
Sales Per Restaurant								
Less than $500,000	31	12,480	20,000	30,000	7	*	*	*
$500,000 – $999,999	35	17,000	24,000	40,000	12	2,000	4,000	12,000
$1,000,000 – $1,999,999	26	27,125	37,500	52,000	12	2,500	7,500	13,125
$2,000,000 and Over	14	32,200	60,300	77,750	8	*	15,000	*
Type of Ownership								
Proprietorship — Sole Owner	5	*	*	*	0	*	*	*
Partnership	8	*	33,000	*	3	*	*	*
Public Corporation	6	*	*	*	0	*	*	*
Private Corporation	90	18,000	27,550	50,000	37	2,000	5,500	13,500
Annual Sales Volume								
Less than $1,000,000	46	13,800	20,000	28,200	11	675	2,000	4,000
$1,000,000 – $1,999,999	24	20,148	30,000	50,250	8	*	5,000	*
$2,000,000 – $4,999,999	17	21,320	36,000	65,250	9	*	10,000	*
$5,000,000 – $9,999,999	8	*	54,800	*	6	*	*	*
$10,000,000 and Over	11	43,500	75,000	83,729	5	*	*	*
Scope of Operation								
Local Only	86	15,470	25,000	40,000	31	1,875	5,000	11,750
Several Localities	10	*	33,500	*	7	*	*	*
Regional	3	*	*	*	0	*	*	*
National (U.S. Only)	10	*	75,000	*	2	*	*	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	75	18,000	30,000	57,200	28	2,000	5,000	15,000
Limited Menu — Tableservice	13	19,000	28,000	45,500	4	*	*	*
Limited Menu — No Tableservice	16	19,219	24,000	36,000	7	*	*	*
Cafeteria — Full Menu	1	*	*	*	1	*	*	*
Other	4	*	*	*	0	*	*	*
Region								
Northeast	18	19,000	27,750	53,300	6	*	*	*
North Central	22	20,000	32,900	55,875	10	*	11,000	*
South	38	19,819	31,800	52,650	14	5,000	7,250	15,500
West	31	14,400	24,000	43,500	10	*	4,000	*
Type of Organization								
Club	3	*	*	*	2	*	*	*
Foodservice Contractor	15	20,000	30,000	55,000	6	*	*	*
Franchise Operation	15	18,000	22,000	60,000	6	*	*	*
Hotel/Motel	10	*	30,000	*	2	*	*	*

** Insufficient data.*

Exhibit 21
Compensation for Vice President — General

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	30	$18,100	$40,000	$72,500	15	$1,750	$8,875	$34,500
Sales Per Restaurant								
Less than $500,000	7	*	*	*	3	*	*	*
$500,000 – $999,999	11	18,000	26,000	40,000	2	*	*	*
$1,000,000 – $1,999,999	5	*	*	*	3	*	*	*
$2,000,000 and Over	7	*	*	*	7	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	3	*	*	*	2	*	*	*
Partnership	1	*	*	*	2	*	*	*
Public Corporation	0	*	*	*	0	*	*	*
Private Corporation	26	18,100	39,000	72,500	11	1,750	8,875	35,000
Annual Sales Volume								
Less than $1,000,000	14	14,560	34,250	42,450	3	*	*	*
$1,000,000 – $1,999,999	4	*	*	*	3	*	*	*
$2,000,000 – $4,999,999	5	*	*	*	5	*	*	*
$5,000,000 – $9,999,999	3	*	*	*	1	*	*	*
$10,000,000 and Over	4	*	*	*	3	*	*	*
Scope of Operation								
Local Only	24	16,000	32,500	41,600	13	*	*	*
Several Localities	1	*	*	*	0	*	*	*
Regional	1	*	*	*	0	*	*	*
National (U.S. Only)	4	*	*	*	2	*	*	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	20	16,000	36,000	75,272	11	1,000	8,875	27,000
Limited Menu — Tableservice	6	*	*	*	1	*	*	*
Limited Menu — No Tableservice	3	*	*	*	2	*	*	*
Cafeteria — Full Menu	0	*	*	*	0	*	*	*
Other	1	*	*	*	1	*	*	*
Region								
Northeast	2	*	*	*	1	*	*	*
North Central	6	*	*	*	3	*	*	*
South	13	17,560	40,950	73,750	7	*	*	*
West	8	*	34,250	*	3	*	*	*
Type of Organization								
Club	2	*	*	*	2	*	*	*
Foodservice Contractor	2	*	*	*	0	*	*	*
Franchise Operation	1	*	*	*	1	*	*	*
Hotel/Motel	3	*	*	*	0	*	*	*

** Insufficient data.*

Exhibit 22
Compensation for Vice President — Development/Real Estate

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	26	$51,625	$67,182	$94,050	15	$4,553	$15,500	$42,500
Sales Per Restaurant								
Less than $500,000	14	52,000	85,000	102,800	8	*	20,000	*
$500,000 – $999,999	6	*	*	*	3	*	*	*
$1,000,000 – $1,999,999	2	*	*	*	1	*	*	*
$2,000,000 and Over	4	*	*	*	3	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	2	*	*	*	2	*	*	*
Partnership	0	*	*	*	0	*	*	*
Public Corporation	9	*	87,500	*	4	*	*	*
Private Corporation	14	37,500	64,500	86,250	8	*	9,536	*
Annual Sales Volume								
Less than $1,000,000	8	*	68,000	*	4	*	*	*
$1,000,000 – $1,999,999	1	*	*	*	0	*	*	*
$2,000,000 – $4,999,999	1	*	*	*	1	*	*	*
$5,000,000 – $9,999,999	2	*	*	*	0	*	*	*
$10,000,000 and Over	14	60,250	80,000	97,700	10	*	11,244	*
Scope of Operation								
Local Only	6	*	*	*	3	*	*	*
Several Localities	3	*	*	*	3	*	*	*
Regional	6	*	*	*	2	*	*	*
National (U.S. Only)	8	*	90,000	*	4	*	*	*
International	2	*	*	*	2	*	*	*
Type of Restaurant								
Full Menu — Tableservice	14	58,250	66,363	92,700	7	*	*	*
Limited Menu — Tableservice	5	*	*	*	3	*	*	*
Limited Menu — No Tableservice	5	*	*	*	4	*	*	*
Cafeteria — Full Menu	1	*	*	*	0	*	*	*
Other	1	*	*	*	1	*	*	*
Region								
Northeast	1	*	*	*	0	*	*	*
North Central	10	*	65,500	*	4	*	*	*
South	7	*	*	*	6	*	*	*
West	7	*	*	*	4	*	*	*
Type of Organization								
Club	2	*	*	*	2	*	*	*
Foodservice Contractor	3	*	*	*	2	*	*	*
Franchise Operation	13	64,500	77,500	92,800	8	*	18,000	*
Hotel/Motel	3	*	*	*	1	*	*	*

** Insufficient data.*

Exhibit 23

Compensation for Vice President — Distribution/Purchasing

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	33	$27,250	$46,000	$87,510	15	$4,000	$7,200	$30,000
Sales Per Restaurant								
Less than $500,000	8	*	*	*	4	*	*	*
$500,000 – $999,999	9	*	45,000	*	4	*	*	*
$1,000,000 – $1,999,999	9	*	30,000	*	3	*	*	*
$2,000,000 and Over	7	*	*	*	4	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	1	*	*	*	0	*	*	*
Partnership	3	*	*	*	1	*	*	*
Public Corporation	9	*	90,000	*	4	*	*	*
Private Corporation	20	21,620	30,000	57,050	10	*	4,750	*
Annual Sales Volume								
Less than $1,000,000	6	*	*	*	2	*	*	*
$1,000,000 – $1,999,999	2	*	*	*	1	*	*	*
$2,000,000 – $4,999,999	1	*	*	*	1	*	*	*
$5,000,000 – $9,999,999	3	*	*	*	1	*	*	*
$10,000,000 and Over	21	37,871	57,050	92,900	10	*	7,600	*
Scope of Operation								
Local Only	14	20,000	25,000	35,000	5	*	*	*
Several Localities	6	*	*	*	3	*	*	*
Regional	4	*	*	*	2	*	*	*
National (U.S. Only)	6	*	*	*	3	*	*	*
International	2	*	*	*	1	*	*	*
Type of Restaurant								
Full Menu — Tableservice	20	31,250	48,050	74,250	10	*	7,600	*
Limited Menu — Tableservice	4	*	*	*	1	*	*	*
Limited Menu — No Tableservice	3	*	*	*	3	*	*	*
Cafeteria — Full Menu	4	*	*	*	0	*	*	*
Other	2	*	*	*	1	*	*	*
Region								
Northeast	7	*	*	*	1	*	*	*
North Central	7	*	*	*	3	*	*	*
South	11	25,000	49,100	101,600	8	*	8,683	*
West	7	*	*	*	2	*	*	*
Type of Organization								
Club	0	*	*	*	0	*	*	*
Foodservice Contractor	7	*	*	*	4	*	*	*
Franchise Operation	7	*	*	*	3	*	*	*
Hotel/Motel	4	*	*	*	3	*	*	*

** Insufficient data.*

Exhibit 24
Compensation for Vice President — Finance

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	31	$40,875	$60,000	$82,750	15	$11,359	$19,000	$39,250
Sales Per Restaurant								
Less than $500,000	11	63,750	91,000	121,300	8	*	38,500	*
$500,000 – $999,999	3	*	*	*	2	*	*	*
$1,000,000 – $1,999,999	7	*	*	*	2	*	*	*
$2,000,000 and Over	9	*	54,889	*	3	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	2	*	*	*	0	*	*	*
Partnership	1	*	*	*	0	*	*	*
Public Corporation	6	*	*	*	6	*	*	*
Private Corporation	22	27,750	60,000	80,250	9	*	15,436	*
Annual Sales Volume								
Less than $1,000,000	2	*	*	*	1	*	*	*
$1,000,000 – $1,999,999	1	*	*	*	1	*	*	*
$2,000,000 – $4,999,999	3	*	*	*	1	*	*	*
$5,000,000 – $9,999,999	2	*	*	*	0	*	*	*
$10,000,000 and Over	22	53,889	76,000	83,500	12	11,868	18,000	38,500
Scope of Operation								
Local Only	12	33,125	55,000	60,000	3	*	*	*
Several Localities	3	*	*	*	3	*	*	*
Regional	1	*	*	*	1	*	*	*
National (U.S. Only)	10	*	80,500	*	6	*	*	*
International	2	*	*	*	2	*	*	*
Type of Restaurant								
Full Menu — Tableservice	19	49,778	60,000	82,000	8	*	16,000	*
Limited Menu — Tableservice	2	*	*	*	1	*	*	*
Limited Menu — No Tableservice	4	*	*	*	4	*	*	*
Cafeteria — Full Menu	4	*	*	*	0	*	*	*
Other	2	*	*	*	2	*	*	*
Region								
Northeast	6	*	*	*	0	*	*	*
North Central	2	*	*	*	1	*	*	*
South	11	52,334	72,538	96,250	9	*	21,106	*
West	8	*	80,000	*	5	*	*	*
Type of Organization								
Club	1	*	*	*	0	*	*	*
Foodservice Contractor	5	*	*	*	4	*	*	*
Franchise Operation	8	*	81,000	*	6	*	*	*
Hotel/Motel	4	*	*	*	4	*	*	*

** Insufficient data.*

Exhibit 25
Compensation for Vice President — Franchising

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	14	$40,000	$76,875	$92,500	8	*	$10,746	*
Sales Per Restaurant								
Less than $500,000	6	*	*	*	2	*	*	*
$500,000 – $999,999	5	*	*	*	3	*	*	*
$1,000,000 – $1,999,999	0	*	*	*	0	*	*	*
$2,000,000 and Over	3	*	*	*	3	*	*	*
Type of Ownership								
Propietorship — Sole Owner	0	*	*	*	0	*	*	*
Partnership	0	*	*	*	0	*	*	*
Public Corporation	3	*	*	*	1	*	*	*
Private Corporation	9	*	70,000	*	6	*	*	*
Annual Sales Volume								
Less than $1,000,000	2	*	*	*	0	*	*	*
$1,000,000 – $1,999,999	0	*	*	*	0	*	*	*
$2,000,000 – $4,999,999	1	*	*	*	0	*	*	*
$5,000,000 – $9,999,999	1	*	*	*	0	*	*	*
$10,000,000 and Over	10	*	76,875	*	8	*	10,746	*
Scope of Operation								
Local Only	1	*	*	*	0	*	*	*
Several Localities	2	*	*	*	1	*	*	*
Regional	2	*	*	*	1	*	*	*
National (U.S. Only)	8	*	87,500	*	6	*	*	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	6	*	*	*	4	*	*	*
Limited Menu — Tableservice	3	*	*	*	1	*	*	*
Limited Menu — No Tableservice	3	*	*	*	2	*	*	*
Cafeteria — Full Menu	0	*	*	*	0	*	*	*
Other	0	*	*	*	0	*	*	*
Region								
Northeast	0	*	*	*	0	*	*	*
North Central	4	*	*	*	2	*	*	*
South	5	*	*	*	4	*	*	*
West	4	*	*	*	2	*	*	*
Type of Organization								
Club	0	*	*	*	0	*	*	*
Foodservice Contractor	2	*	*	*	1	*	*	*
Franchise Operation	8	*	81,875	*	5	*	*	*
Hotel/Motel	1	*	*	*	0	*	*	*

** Insufficient data.*

Exhibit 26
Compensation for Vice President — Management Information Systems

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	21	$30,000	$56,500	$97,625	10	*	$8,783	*
Sales Per Restaurant								
Less than $500,000	7	*	*	*	4	*	*	*
$500,000 – $999,999	4	*	*	*	2	*	*	*
$1,000,000 – $1,999,999	3	*	*	*	1	*	*	*
$2,000,000 and Over	7	*	*	*	3	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	1	*	*	*	1	*	*	*
Partnership	2	*	*	*	1	*	*	*
Public Corporation	6	*	*	*	4	*	*	*
Private Corporation	12	20,000	40,500	66,000	4	*	*	*
Annual Sales Volume								
Less than $1,000,000	3	*	*	*	1	*	*	*
$1,000,000 – $1,999,999	1	*	*	*	0	*	*	*
$2,000,000 – $4,999,999	1	*	*	*	1	*	*	*
$5,000,000 – $9,999,999	1	*	*	*	1	*	*	*
$10,000,000 and Over	15	33,750	64,000	95,875	7	*	*	*
Scope of Operation								
Local Only	9	*	30,000	*	3	*	*	*
Several Localities	3	*	*	*	2	*	*	*
Regional	2	*	*	*	1	*	*	*
National (U.S. Only)	6	*	*	*	3	*	*	*
International	1	*	*	*	1	*	*	*
Type of Restaurant								
Full Menu — Tableservice	11	35,000	63,000	76,982	6	*	*	*
Limited Menu — Tableservice	2	*	*	*	0	*	*	*
Limited Menu — No Tableservice	2	*	*	*	2	*	*	*
Cafeteria — Full Menu	3	*	*	*	0	*	*	*
Other	2	*	*	*	2	*	*	*
Region								
Northeast	2	*	*	*	0	*	*	*
North Central	7	*	*	*	3	*	*	*
South	6	*	*	*	5	*	*	*
West	6	*	*	*	2	*	*	*
Type of Organization								
Club	0	*	*	*	0	*	*	*
Foodservice Contractor	3	*	*	*	3	*	*	*
Franchise Operation	5	*	*	*	2	*	*	*
Hotel/Motel	3	*	*	*	2	*	*	*

** Insufficient data.*

Exhibit 27

Compensation for Vice President — Marketing

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	58	$26,500	$44,200	$67,000	29	$1,750	$6,500	$25,446
Sales Per Restaurant								
Less than $500,000	13	22,500	60,000	124,000	8	*	22,500	*
$500,000 – $999,999	12	25,975	44,600	63,965	6	*	*	*
$1,000,000 – $1,999,999	12	25,350	30,576	51,500	6	*	*	*
$2,000,000 and Over	20	29,000	48,000	72,610	9	*	6,000	*
Type of Ownership								
Proprietorship — Sole Owner	0	*	*	*	0	*	*	*
Partnership	4	*	*	*	2	*	*	*
Public Corporation	12	59,250	66,310	111,250	6	*	*	*
Private Corporation	39	25,000	30,576	48,124	19	1,250	5,500	10,000
Annual Sales Volume								
Less than $1,000,000	7	*	*	*	4	*	*	*
$1,000,000 – $1,999,999	4	*	*	*	1	*	*	*
$2,000,000 – $4,999,999	7	*	*	*	4	*	*	*
$5,000,000 – $9,999,999	12	30,000	40,000	50,000	7	*	*	*
$10,000,000 and Over	27	35,000	59,000	108,500	13	8,000	23,928	50,000
Scope of Operation								
Local Only	30	25,150	30,000	52,500	12	1,000	4,000	7,000
Several Localities	11	32,500	44,200	50,083	8	*	5,500	*
Regional	6	*	*	*	2	*	*	*
National (U.S. Only)	7	*	*	*	4	*	*	*
International	2	*	*	*	2	*	*	*
Type of Restaurant								
Full Menu — Tableservice	37	30,000	49,083	69,805	20	1,000	6,000	26,964
Limited Menu — Tableservice	5	*	*	*	0	*	*	*
Limited Menu — No Tableservice	6	*	*	*	6	*	*	*
Cafeteria — Full Menu	4	*	*	*	0	*	*	*
Other	5	*	*	*	3	*	*	*
Region								
Northeast	9	*	29,000	*	5	*	*	*
North Central	17	27,850	50,000	64,910	6	*	*	*
South	17	25,000	48,165	115,000	11	8,000	15,000	43,250
West	13	35,226	50,000	108,500	6	*	*	*
Type of Organization								
Club	1	*	*	*	0	*	*	*
Foodservice Contractor	11	26,400	30,000	60,000	8	*	6,500	*
Franchise Operation	17	31,000	57,000	126,000	13	2,500	8,000	26,250
Hotel/Motel	12	34,000	55,000	72,610	9	*	1,500	*

** Insufficient data.*

Exhibit 28

Compensation for Vice President — Operations

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	162	$30,000	$50,000	$74,450	77	$5,000	$10,000	$23,750
Sales Per Restaurant								
Less than $500,000	45	24,750	42,750	80,250	27	3,000	8,000	32,500
$500,000 – $999,999	50	25,000	42,500	60,500	23	5,000	10,000	16,000
$1,000,000 – $1,999,999	25	30,000	48,750	60,350	11	3,060	10,000	21,650
$2,000,000 and Over	35	40,000	60,240	81,000	15	7,750	10,000	35,000
Type of Ownership								
Proprietorship — Sole Owner	11	20,500	35,000	57,500	4	*	*	*
Partnership	9	*	62,500	*	7	*	*	*
Public Corporation	22	61,500	91,132	132,000	10	*	31,250	*
Private Corporation	116	30,000	45,000	65,000	54	4,310	8,000	15,000
Annual Sales Volume								
Less than $1,000,000	33	19,200	21,000	46,904	12	4,125	6,000	20,000
$1,000,000 – $1,999,999	24	25,000	34,000	47,000	14	1,275	5,500	11,250
$2,000,000 – $4,999,999	15	26,250	50,000	79,650	5	*	*	*
$5,000,000 – $9,999,999	26	37,700	50,000	70,000	14	5,625	9,000	19,250
$10,000,000 and Over	57	48,654	72,500	100,000	31	10,000	19,000	36,625
Scope of Operation								
Local Only	79	23,500	40,000	60,000	26	2,800	6,000	10,000
Several Localities	42	35,000	46,300	66,250	31	5,000	10,010	25,000
Regional	10	*	73,900	*	8	*	13,000	*
National (U.S. Only)	27	55,000	89,632	128,725	10	*	32,500	*
International	2	*	*	*	2	*	*	*
Type of Restaurant								
Full Menu — Tableservice	98	30,000	53,000	75,750	38	5,000	10,000	23,150
Limited Menu — Tableservice	18	27,500	50,000	75,750	11	7,750	20,000	27,500
Limited Menu — No Tableservice	23	30,000	46,519	67,225	17	2,976	8,500	29,875
Cafeteria — Full Menu	5	*	*	*	0	*	*	*
Other	15	22,500	40,250	66,000	10	*	5,000	*
Region								
Northeast	16	27,500	46,904	70,000	5	*	*	*
North Central	48	30,000	45,500	72,000	21	5,750	12,250	27,225
South	46	35,000	53,500	79,500	31	6,000	10,000	30,000
West	44	27,600	48,750	67,250	18	1,750	7,000	17,500
Type of Organization								
Club	8	*	42,000	*	2	*	*	*
Foodservice Contractor	24	25,000	50,000	80,000	14	1,450	7,500	29,375
Franchise Operation	51	38,500	50,000	80,000	35	5,000	10,000	25,000
Hotel/Motel	15	31,588	41,500	88,697	7	*	*	*

** Insufficient data.*

Exhibit 29

Compensation for Vice President — Personnel/Human Resources

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	54	$29,000	$42,000	$70,000	22	$3,340	$6,000	$16,503
Sales Per Restaurant								
Less than $500,000	14	20,375	83,800	111,600	6	*	*	*
$500,000 – $999,999	5	*	*	*	2	*	*	*
$1,000,000 – $1,999,999	13	29,250	32,500	42,000	5	*	*	*
$2,000,000 and Over	19	27,750	45,850	66,250	8	*	8,100	*
Type of Ownership								
Proprietorship — Sole Owner	1	*	*	*	1	*	*	*
Partnership	3	*	*	*	2	*	*	*
Public Corporation	10	*	65,750	*	5	*	*	*
Private Corporation	37	28,000	35,000	58,000	12	3,680	5,000	8,100
Annual Sales Volume								
Less than $1,000,000	4	*	*	*	1	*	*	*
$1,000,000 – $1,999,999	3	*	*	*	0	*	*	*
$2,000,000 – $4,999,999	6	*	*	*	2	*	*	*
$5,000,000 – $9,999,999	8	*	31,000	*	5	*	*	*
$10,000,000 and Over	30	38,500	57,251	91,475	13	5,000	8,529	23,252
Scope of Operation								
Local Only	27	26,500	34,720	43,900	7	*	*	*
Several Localities	7	*	*	*	4	*	*	*
Regional	7	*	*	*	2	*	*	*
National (U.S. Only)	9	*	74,000	*	6	*	*	*
International	2	*	*	*	2	*	*	*
Type of Restaurant								
Full Menu — Tableservice	31	32,250	49,281	70,000	17	3,760	7,050	13,750
Limited Menu — Tableservice	7	*	*	*	2	*	*	*
Limited Menu — No Tableservice	4	*	*	*	2	*	*	*
Cafeteria — Full Menu	9	*	35,500	*	0	*	*	*
Other	2	*	*	*	1	*	*	*
Region								
Northeast	13	25,500	28,500	33,500	2	*	*	*
North Central	11	35,000	46,000	61,500	4	*	*	*
South	14	35,000	53,000	83,650	9	*	11,979	*
West	14	31,750	50,600	100,200	6	*	*	*
Type of Organization								
Club	2	*	*	*	0	*	*	*
Foodservice Contractor	8	*	37,500	*	6	*	*	*
Franchise Operation	11	28,000	61,500	97,600	7	*	*	*
Hotel/Motel	10	*	40,000	*	6	*	*	*

** Insufficient data.*

Exhibit 30
Compensation for Vice President — Other

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	43	$30,250	$46,680	$60,750	25	$2,500	$10,000	$20,000
Sales Per Restaurant								
Less than $500,000	6	*	*	*	3	*	*	*
$500,000 – $999,999	12	24,500	49,286	60,000	7	*	*	*
$1,000,000 – $1,999,999	12	25,345	35,000	51,300	9	*	4,843	*
$2,000,000 and Over	13	30,000	42,000	72,500	6	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	3	*	*	*	3	*	*	*
Partnership	4	*	*	*	4	*	*	*
Public Corporation	7	*	*	*	4	*	*	*
Private Corporation	28	27,950	42,500	60,000	13	2,875	8,820	12,000
Annual Sales Volume								
Less than $1,000,000	2	*	*	*	1	*	*	*
$1,000,000 – $1,999,999	8	*	38,180	*	5	*	*	*
$2,000,000 – $4,999,999	17	26,000	35,000	60,000	9	*	8,000	*
$5,000,000 – $9,999,999	2	*	*	*	0	*	*	*
$10,000,000 and Over	14	53,571	72,500	147,000	10	*	10,000	*
Scope of Operation								
Local Only	25	27,300	35,000	52,800	12	2,000	2,500	11,000
Several Localities	6	*	*	*	4	*	*	*
Regional	1	*	*	*	0	*	*	*
National (U.S. Only)	10	*	123,000	*	8	*	23,719	*
International	1	*	*	*	1	*	*	*
Type of Restaurant								
Full Menu — Tableservice	33	30,750	44,000	60,250	22	2,425	8,820	12,000
Limited Menu — Tableservice	3	*	*	*	0	*	*	*
Limited Menu — No Tableservice	6	*	*	*	3	*	*	*
Cafeteria — Full Menu	0	*	*	*	0	*	*	*
Other	0	*	*	*	0	*	*	*
Region								
Northeast	7	*	*	*	5	*	*	*
North Central	6	*	*	*	1	*	*	*
South	16	35,800	54,600	80,500	9	*	15,000	*
West	14	35,000	48,000	132,000	10	*	11,000	*
Type of Organization								
Club	6	*	*	*	2	*	*	*
Foodservice Contractor	3	*	*	*	2	*	*	*
Franchise Operation	9	*	53,571	*	5	*	*	*
Hotel/Motel	9	*	41,500	*	7	*	*	*

** Insufficient data.*

Exhibit 31
Compensation for Controller

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	228	$24,000	$30,000	$40,000	100	$1,000	$3,000	$5,000
Sales Per Restaurant								
Less than $500,000	41	23,950	32,000	45,125	25	1,438	2,700	5,250
$500,000 – $999,999	49	24,000	26,300	35,000	17	1,000	2,052	5,500
$1,000,000 – $1,999,999	55	21,250	27,500	39,420	24	675	3,000	5,000
$2,000,000 and Over	72	25,610	36,000	43,100	30	1,500	3,000	5,250
Type of Ownership								
Proprietorship — Sole Owner	23	21,000	25,000	29,000	12	1,063	3,000	5,000
Partnership	28	24,750	30,000	40,000	4	*	*	*
Public Corporation	35	27,500	40,000	57,900	19	2,500	5,000	20,511
Private Corporation	138	24,000	30,000	38,975	62	1,000	2,600	5,000
Annual Sales Volume								
Less than $1,000,000	39	21,750	25,000	30,350	24	875	2,250	4,400
$1,000,000 – $1,999,999	41	20,225	25,000	29,870	14	500	2,000	4,500
$2,000,000 – $4,999,999	60	23,400	28,600	38,000	30	1,300	3,000	7,750
$5,000,000 – $9,999,999	31	30,000	35,250	42,000	11	1,000	2,000	4,000
$10,000,000 and Over	46	35,000	45,000	58,350	17	2,700	5,000	5,875
Scope of Operation								
Local Only	148	23,000	27,750	37,000	54	1,000	2,000	4,150
Several Localities	33	26,075	35,000	43,800	16	2,275	4,750	6,750
Regional	15	28,750	40,327	47,000	5	*	*	*
National (U.S. Only)	13	31,750	58,000	81,875	7	*	*	*
International	17	35,000	35,000	108,000	17	3,000	3,000	20,000
Type of Restaurant								
Full Menu — Tableservice	177	24,000	30,000	40,000	76	1,000	2,410	5,000
Limited Menu — Tableservice	11	20,000	35,000	41,600	7	*	*	*
Limited Menu — No Tableservice	21	24,775	30,000	42,625	10	*	2,400	*
Cafeteria — Full Menu	8	*	30,626	*	2	*	*	*
Other	8	*	31,800	*	4	*	*	*
Region								
Northeast	43	22,100	28,600	37,000	11	900	3,000	4,000
North Central	52	23,200	28,300	39,500	21	1,000	3200	5,750
South	79	25,000	29,500	40,000	44	1,263	3,500	7,000
West	51	25,000	33,000	42,000	22	1,250	2,000	4,500
Type of Organization								
Club	37	22,500	28,600	37,000	19	800	1,000	3,000
Foodservice Contractor	39	22,525	32,413	40,490	23	1,500	3,000	4,500
Franchise Operation	53	27,150	35,000	51,000	38	1,450	3,000	5,625
Hotel/Motel	37	25,000	30,000	38,000	11	1,000	1,500	5,500

* *Insufficient data.*

Exhibit 32
Compensation for Training Director

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	57	$24,250	$30,500	$42,750	30	$1,000	$3,000	$5,525
Sales Per Restaurant								
Less than $500,000	14	*	*	*	8	*	2,000	*
$500,000 – $999,999	15	27,250	32,700	39,500	9	*	3,000	*
$1,000,000 – $1,999,999	6	*	*	*	5	*	*	*
$2,000,000 and Over	19	20,000	30,000	40,000	7	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	8	*	22,050	*	5	*	*	*
Partnership	2	*	*	*	0	*	*	*
Public Corporation	10	*	49,000	*	6	*	*	*
Private Corporation	35	24,000	30,000	40,000	18	500	3,000	5,000
Annual Sales Volume								
Less than $1,000,000	6	*	*	*	2	*	*	*
$1,000,000 – $1,999,999	2	*	*	*	2	*	*	*
$2,000,000 – $4,999,999	16	19,600	28,000	36,500	8	*	1,766	*
$5,000,000 – $9,999,999	5	*	*	*	4	*	*	*
$10,000,000 and Over	25	33,500	40,000	55,100	13	2,850	4,640	6,575
Scope of Operation								
Local Only	28	18,650	24,550	30,000	12	400	2,000	3,000
Several Localities	11	27,250	30,125	38,250	9	*	3,400	*
Regional	7	*	*	*	3	*	*	*
National (U.S. Only)	8	*	64,000	*	3	*	*	*
International	2	*	*	*	2	*	*	*
Type of Restaurant								
Full Menu — Tableservice	32	21,750	28,000	41,500	15	1,000	3,800	6,600
Limited Menu — Tableservice	6	*	*	*	3	*	*	*
Limited Menu — No Tableservice	13	27,125	38,000	57,750	10	*	3,000	*
Cafeteria — Full Menu	3	*	*	*	0	*	*	*
Other	2	*	*	*	2	*	*	*
Region								
Northeast	7	*	*	*	3	*	*	*
North Central	17	16,750	29,625	36,890	10	*	3,000	*
South	17	24,700	34,356	50,000	9	*	3,750	*
West	14	24,075	35,200	76,050	7	*	*	*
Type of Organization								
Club	3	*	*	*	1	*	*	*
Foodservice Contractor	6	*	*	*	4	*	*	*
Franchise Operation	21	29,625	38,000	47,500	12	488	3,000	7,390
Hotel/Motel	7	*	*	*	4	*	*	*

** Insufficient data.*

Exhibit 33
Compensation for Food and Beverage Director

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	305	$25,000	$32,736	$42,000	111	$1,000	$2,500	$5,500
Sales Per Restaurant								
Less than $500,000	49	20,750	31,000	42,500	28	950	2,000	4,625
$500,000 – $999,999	53	20,950	27,800	40,000	16	500	2,000	4,000
$1,000,000 – $1,999,999	65	25,000	30,000	39,000	34	1,000	2,500	6,000
$2,000,000 and Over	67	30,480	39,750	50,000	28	1,031	4,500	8,500
Type of Ownership								
Proprietorship — Sole Owner	27	25,000	36,000	44,750	12	2,000	4,500	15,250
Partnership	26	25,438	30,000	36,750	10	*	3,070	*
Public Corporation	66	34,500	44,000	60,000	19	2,000	4,500	10,000
Private Corporation	167	24,000	30,420	40,000	70	1,000	2,300	5,000
Annual Sales Volume								
Less than $1,000,000	57	20,000	24,000	32,000	21	500	1,900	3,000
$1,000,000 – $1,999,999	58	25,000	30,000	40,000	31	1,000	2,000	5,000
$2,000,000 – $4,999,999	53	27,650	35,000	40,500	21	700	2,500	5,000
$5,000,000 – $9,999,999	20	35,000	40,500	50,000	9	*	5,000	*
$10,000,000 and Over	47	39,925	53,500	60,000	24	3,000	6,000	20,000
Scope of Operation								
Local Only	211	24,000	30,420	40,000	83	1,000	2,500	5,000
Several Localities	14	31,250	41,000	58,331	10	*	6,000	*
Regional	9	*	40,000	*	4	*	*	*
National (U.S. Only)	65	33,450	43,066	52,750	8	*	3,800	*
International	3	*	*	*	3	*	*	*
Type of Restaurant								
Full Menu — Tableservice	244	25,000	32,000	40,250	87	1,000	2,500	5,000
Limited Menu — Tableservice	23	20,375	29,000	33,688	6	*	*	*
Limited Menu — No Tableservice	3	*	*	*	2	*	*	*
Cafeteria — Full Menu	16	35,000	44,600	54,900	2	*	*	*
Other	13	38,000	50,000	55,600	12	4,500	6,250	8,000
Region								
Northeast	52	23,000	34,050	43,000	15	875	2,500	5,000
North Central	66	28,000	34,300	44,000	25	1,000	3,000	6,000
South	125	26,813	35,000	45,750	45	1,000	2,000	6,250
West	59	24,000	30,000	40,000	24	875	2,750	5,125
Type of Organization								
Club	42	23,250	31,000	37,500	20	700	2,000	3,000
Foodservice Contractor	44	24,350	34,800	43,500	22	500	1,000	3,000
Franchise Operation	23	30,000	35,000	45,000	8	*	2,100	*
Hotel/Motel	101	25,000	31,200	40,000	37	2,000	4,070	5,750

** Insufficient data.*

Exhibit 34
Compensation for Executive Chef

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	483	$25,000	$31,000	$38,000	216	$1,000	$2,050	$5,000
Sales Per Restaurant								
Less than $500,000	73	19,750	24,000	32,100	37	175	620	4,000
$500,000 – $999,999	129	24,000	30,000	36,000	75	650	2,000	3,350
$1,000,000 – $1,999,999	105	25,000	30,700	39,375	55	1,000	2,500	5,000
$2,000,000 and Over	91	30,000	35,000	45,375	45	1,500	3,285	8,500
Type of Ownership								
Proprietorship — Sole Owner	53	24,750	32,750	40,000	27	1,000	2,750	5,000
Partnership	42	24,500	30,000	35,550	17	900	2,550	5,250
Public Corporation	61	27,250	34,750	48,369	17	1,185	3,500	6,250
Private Corporation	298	24,850	30,000	37,500	154	1,000	2,000	5,000
Annual Sales Volume								
Less than $1,000,000	155	20,800	26,000	32,500	84	300	1,000	2,625
$1,000,000 – $1,999,999	98	25,000	30,350	37,455	53	1,000	2,000	5,000
$2,000,000 – $4,999,999	82	25,750	35,000	43,600	40	1,500	3,000	6,100
$5,000,000 – $9,999,999	24	30,600	36,480	45,500	16	1,000	3,100	5,150
$10,000,000 and Over	40	32,250	41,720	59,788	19	3,285	8,000	15,984
Scope of Operation								
Local Only	339	24,090	30,000	37,470	152	1,000	2,000	5,000
Several Localities	17	30,000	35,050	48,100	10	*	2,100	*
Regional	8	*	39,720	*	3	*	*	*
National (U.S. Only)	113	25,000	32,000	41,685	48	600	1,750	5,000
International	3	*	*	*	3	*	*	*
Type of Restaurant								
Full Menu — Tableservice	424	25,000	31,600	38,563	192	1,000	2,000	5,000
Limited Menu — Tableservice	27	20,325	25,000	31,100	7	*	*	*
Limited Menu — No Tableservice	0	*	*	*	0	*	*	*
Cafeteria — Full Menu	8	*	35,100	*	0	*	*	*
Other	21	30,000	35,000	50,750	16	1,750	4,200	6,500
Region								
Northeast	159	25,000	30,600	38,875	84	500	1,500	3,000
North Central	102	25,000	32,000	36,400	36	1,375	3,462	5,400
South	133	25,000	31,200	42,400	44	615	2,000	6,250
West	85	22,650	30,000	38,000	50	1,350	2,460	6,000
Type of Organization								
Club	63	25,375	34,894	40,000	26	875	1,350	2,625
Foodservice Contractor	66	25,250	33,250	49,375	42	2,000	3,000	5,400
Franchise Operation	25	21,750	32,000	35,000	6	*	*	*
Hotel/Motel	134	25,000	30,000	36,400	41	1,000	2,000	7,000

** Insufficient data.*

Exhibit 35
Compensation for Banquet Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	180	$18,000	$23,250	$28,900	54	$750	$2,000	$6,000
Sales Per Restaurant								
Less than $500,000	27	20,000	22,597	28,500	9	*	2,000	*
$500,000 – $999,999	20	16,900	22,500	28,000	2	*	*	*
$1,000,000 – $1,999,999	34	15,000	20,000	26,500	14	500	3,000	11,875
$2,000,000 and Over	64	20,000	25,000	30,000	27	650	2,250	5,000
Type of Ownership								
Proprietorship — Sole Owner	27	15,000	21,000	25,250	12	375	2,000	6,000
Partnership	18	14,550	19,925	25,000	8	*	5,000	*
Public Corporation	16	20,750	28,000	29,775	3	*	*	*
Private Corporation	94	19,200	24,000	28,600	30	900	2,000	6,500
Annual Sales Volume								
Less than $1,000,000	18	16,975	20,500	24,250	4	*	*	*
$1,000,000 – $1,999,999	29	15,000	20,000	25,500	12	438	3,000	8,500
$2,000,000 – $4,999,999	45	20,000	24,640	30,000	18	763	2,250	5,750
$5,000,000 – $9,999,999	16	19,688	25,000	25,750	11	1,000	2,000	6,000
$10,000,000 and Over	38	19,497	28,000	35,300	7	*	*	*
Scope of Operation								
Local Only	124	18,000	23,000	28,000	46	670	2,000	5,500
Several Localities	11	17,100	25,000	43,275	3	*	*	*
Regional	4	*	*	*	1	*	*	*
National (U.S. Only)	41	22,194	28,000	32,800	4	*	*	*
International	0	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	162	17,885	23,000	28,000	46	523	2,000	5,750
Limited Menu — Tableservice	4	*	*	*	4	*	*	*
Limited Menu — No Tableservice	0	*	*	*	0	*	*	*
Cafeteria — Full Menu	4	*	*	*	0	*	*	*
Other	9	*	25,000	*	4	*	*	*
Region								
Northeast	46	18,925	25,000	30,000	12	500	2,000	5,000
North Central	50	21,000	24,600	28,000	13	1,500	7,000	10,000
South	41	16,900	23,500	27,500	14	750	2,000	4,000
West	42	17,018	21,000	29,000	14	795	2,000	8,000
Type of Organization								
Club	13	17,618	25,000	29,000	5	*	*	*
Foodservice Contractor	28	20,000	24,320	33,500	13	500	1,000	2,750
Franchise Operation	22	16,125	25,000	25,750	6	*	*	*
Hotel/Motel	87	16,800	22,000	28,000	23	1,000	2,000	8,000

** Insufficient data.*

Exhibit 36
Compensation for Catering Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	157	$20,000	$24,000	$31,000	69	$1,000	$3,000	$5,150
Sales Per Restaurant								
Less than $500,000	23	14,750	19,000	22,625	8	*	1,000	*
$500,000 – $999,999	39	19,500	22,000	27,650	16	828	2,900	5,000
$1,000,000 – $1,999,999	28	19,500	24,000	33,000	20	1,000	3,000	5,000
$2,000,000 and Over	42	22,750	28,862	35,000	22	3,125	5,000	9,500
Type of Ownership								
Proprietorship — Sole Owner	15	19,500	24,000	26,950	8	*	5,500	*
Partnership	17	15,600	22,500	32,490	7	*	*	*
Public Corporation	22	20,000	24,000	33,500	6	*	*	*
Private Corporation	86	20,000	24,500	31,750	48	1,000	3,000	5,000
Annual Sales Volume								
Less than $1,000,000	30	15,000	20,000	23,000	10	*	1,500	*
$1,000,000 – $1,999,999	29	18,000	21,600	28,000	15	1,000	3,600	5,000
$2,000,000 – $4,999,999	39	21,750	25,500	32,625	20	1,750	3,000	6,000
$5,000,000 – $9,999,999	14	21,000	26,000	35,000	9	*	8,000	*
$10,000,000 and Over	21	24,750	35,000	41,813	12	1,000	3,250	5,000
Scope of Operation								
Local Only	110	20,000	23,000	30,000	53	943	3,000	5,000
Several Localities	15	17,250	24,500	37,950	11	1,000	3,000	6,950
Regional	8	*	24,000	*	3	*	*	*
National (U.S. Only)	22	19,000	26,000	37,596	1	*	*	*
International	1	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	116	19,950	24,000	30,250	51	1,250	3,250	5,000
Limited Menu — Tableservice	7	*	*	*	2	*	*	*
Limited Menu — No Tableservice	6	*	*	*	6	*	*	*
Cafeteria — Full Menu	11	22,250	25,000	37,500	1	*	*	*
Other	15	20,000	23,000	30,000	8	*	2,000	*
Region								
Northeast	21	15,925	22,000	28,275	10	*	4,000	*
North Central	53	22,000	25,000	35,000	20	2,400	4,800	5,500
South	40	20,000	24,000	32,000	17	550	1,000	5,500
West	41	18,900	22,000	29,500	20	1,550	3,425	5,900
Type of Organization								
Club	10	*	26,200	*	4	*	*	*
Foodservice Contractor	28	20,000	25,000	35,000	20	1,250	2,900	5,000
Franchise Operation	9	*	30,500	*	5	*	*	*
Hotel/Motel	64	20,000	23,500	32,500	19	1,375	3,300	6,238

** Insufficient data.*

Exhibit 37
Compensation for Unit Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	8,764	$20,000	$25,740	$31,000	6,852	$1,158	$2,500	$5,000
Sales Per Restaurant								
Less than $500,000	5,838	18,000	25,000	29,248	5,138	1,105	2,057	4,000
$500,000 – $999,999	1,201	23,000	25,000	28,886	1,005	473	1,744	4,000
$1,000,000 – $1,999,999	355	25,104	30,000	36,000	287	2,000	5,000	7,000
$2,000,000 and Over	390	30,000	35,090	41,809	325	3,122	8,000	12,750
Type of Ownership								
Proprietorship — Sole Owner	141	16,000	23,770	29,000	94	1,000	2,000	3,675
Partnership	180	24,000	30,000	38,000	162	2,250	4,600	7,005
Public Corporation	4,365	24,515	26,884	29,962	3,315	322	1,200	3,164
Private Corporation	3,952	21,675	26,156	32,000	3,171	1,688	3,000	6,000
Annual Sales Volume								
Less than $1,000,000	1,936	15,700	20,000	26,000	909	500	1,800	3,710
$1,000,000 – $1,999,999	729	22,075	27,000	32,767	587	1,200	5,000	6,554
$2,000,000 – $4,999,999	1,338	22,850	26,825	34,375	1,248	1,500	4,000	7,750
$5,000,000 – $9,999,999	314	24,750	31,500	40,000	245	2,000	3,500	5,150
$10,000,000 and Over	4,330	24,970	27,560	32,063	3,767	884	2,309	4,600
Scope of Operation								
Local Only	838	18,868	25,000	31,575	424	1,000	3,000	5,275
Several Localities	660	21,500	26,000	31,580	581	2,000	3,000	5,000
Regional	1,388	26,618	30,000	35,589	1,254	4,500	5,834	6,984
National (U.S. Only)	3,843	24,800	27,439	31,767	3,423	641	2,000	4,000
International	1,937	27,500	29,214	32,557	1,074	3,000	3,500	4,000
Type of Restaurant								
Full Menu — Tableservice	3,113	24,284	28,000	33,268	2,508	1,000	2,500	5,000
Limited Menu — Tableservice	823	20,000	25,000	32,150	703	1,000	2,700	5,070
Limited Menu — No Tableservice	4,416	18,000	23,000	26,000	3,408	1,200	2,271	5,000
Cafeteria — Full Menu	114	20,554	27,000	31,000	68	3,375	10,000	16,500
Other	174	18,150	24,000	35,750	53	2,225	3,425	13,250
Region								
Northeast	334	23,000	27,700	33,773	224	1,000	2,400	5,000
North Central	1,530	22,000	24,908	28,982	1,336	690	1,996	3,787
South	3,639	17,860	25,405	31,200	2,548	1,615	2,968	5,000
West	2,538	20,000	27,000	35,000	2,024	1,425	3,675	6,625
Type of Organization								
Club	31	20,308	28,000	42,000	16	1,000	3,000	5,250
Foodservice Contractor	495	23,751	27,700	31,300	307	2,000	3,000	5,000
Franchise Operation	4,089	24,000	26,182	29,733	3,921	763	2,000	3,932
Hotel/Motel	281	24,012	25,740	29,068	103	249	655	1,877

** Insufficient data.*

Exhibit 38
Compensation for Assistant Unit Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	11,873	$18,500	$21,600	$24,500	9,378	$500	$1,041	$2,500
Sales Per Restaurant								
Less than $500,000	7,775	17,353	19,400	22,549	6,861	577	1,000	1,500
$500,000 – $999,999	1,785	19,000	21,450	22,984	1,461	124	581	1,826
$1,000,000 – $1,999,999	626	18,995	22,500	25,000	547	1,000	2,000	3,000
$2,000,000 and Over	618	24,000	26,667	29,190	499	2,000	4,000	7,000
Type of Ownership								
Proprietorship — Sole Owner	184	14,000	17,000	23,028	136	400	1,080	2,632
Partnership	345	18,500	22,500	28,000	303	500	1,900	3,050
Public Corporation	6,532	21,047	22,152	23,465	4,901	90	372	1,122
Private Corporation	4,716	18,000	20,184	25,000	3,987	800	1,500	3,075
Annual Sales Volume								
Less than $1,000,000	2,228	13,000	17,800	21,720	821	400	1,000	2,789
$1,000,000 – $1,999,999	858	18,000	20,150	24,000	683	696	1,093	3,082
$2,000,000 – $4,999,999	1,287	18,000	21,417	25,000	1,140	550	2,000	4,031
$5,000,000 – $9,999,999	472	18,050	23,250	26,750	342	1,000	2,000	3,000
$10,000,000 and Over	6,958	20,221	22,100	24,500	6,382	301	1,000	2,000
Scope of Operation								
Local Only	951	16,600	20,500	25,000	280	500	2,000	3,675
Several Localities	947	16,850	19,248	23,757	801	1,000	1,374	2,758
Regional	2,286	19,466	20,696	23,000	1,826	978	1,135	2,150
National (U.S. Only)	5,671	20,488	22,152	24,574	5,455	247	759	1,827
International	2,002	20,500	21,500	28,000	1,001	800	900	1,000
Type of Restaurant								
Full Menu — Tableservice	5,573	20,000	22,256	25,000	5,131	334	1,054	2,566
Limited Menu — Tableservice	622	17,225	21,000	24,750	242	1,040	2,000	4,000
Limited Menu — No Tableservice	5,057	15,000	18,236	19,731	3,766	500	739	1,200
Cafeteria — Full Menu	181	18,437	21,092	25,000	133	2,000	3,700	10,250
Other	386	15,000	19,200	23,900	66	610	2,000	2,788
Region								
Northeast	464	17,297	21,000	25,031	358	500	1,025	2,450
North Central	2,691	19,270	21,736	23,192	2,371	257	780	1,664
South	4,981	18,582	21,632	24,833	3,421	500	1,225	2,869
West	2,474	18,000	21,600	27,125	1,966	860	2,000	3,075
Type of Organization								
Club	29	20,000	24,000	25,000	11	288	500	750
Foodservice Contractor	541	18,000	20,334	23,400	155	1,000	1,500	2,500
Franchise Operation	4,689	18,863	21,216	23,166	4,286	295	730	1,500
Hotel/Motel	593	20,904	22,048	23,218	179	75	258	766

** Insufficient data.*

Exhibit 39
Compensation for Night Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	317	$15,000	$18,200	$23,100	155	$613	$1,121	$2,231
Sales Per Restaurant								
Less than $500,000	69	10,700	12,528	16,050	45	200	700	1,500
$500,000 – $999,999	93	14,000	17,500	20,000	21	600	1,800	2,275
$1,000,000 – $1,999,999	65	17,042	20,500	25,250	36	1,000	1,000	2,500
$2,000,000 and Over	84	18,050	21,250	29,035	51	650	1,530	5,000
Type of Ownership								
Proprietorship — Sole Owner	37	11,850	14,950	21,230	21	350	1,000	1,850
Partnership	66	13,140	18,000	23,500	27	600	2,700	5,850
Public Corporation	5	*	*	*	2	*	*	*
Private Corporation	208	15,875	19,750	24,625	104	650	1,000	2,275
Annual Sales Volume								
Less than $1,000,000	56	11,550	14,000	18,000	28	213	1,100	1,838
$1,000,000 – $1,999,999	51	16,700	19,500	24,250	21	1,000	1,250	4,000
$2,000,000 – $4,999,999	86	18,000	21,000	28,000	53	500	1,041	4,600
$5,000,000 – $9,999,999	56	18,000	20,500	22,866	21	1,000	1,000	5,000
$10,000,000 and Over	62	17,250	25,000	33,711	30	1,850	3,500	5,638
Scope of Operation								
Local Only	198	14,430	18,200	23,000	111	550	1,000	2,000
Several Localities	72	14,250	19,000	25,950	24	1,250	5,000	7,500
Regional	43	15,000	18,000	33,115	19	5,850	5,850	5,850
National (U.S. Only)	1	*	*	*	0	*	*	*
International	2	*	*	*	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	193	16,125	20,000	24,000	116	1,000	1,200	2,850
Limited Menu — Tableservice	33	14,250	18,000	25,500	19	463	1,250	2,750
Limited Menu — No Tableservice	58	10,700	12,528	17,250	17	188	875	2,575
Cafeteria — Full Menu	24	14,250	16,500	21,750	1	*	*	*
Other	6	*	*	*	1	*	*	*
Region								
Northeast	48	15,250	21,500	27,500	23	500	1,000	2,000
North Central	55	14,430	18,720	23,000	22	550	1,500	3,500
South	60	15,600	20,000	26,000	36	925	1,650	3,250
West	142	13,760	16,500	20,000	73	375	1,041	2,000
Type of Organization								
Club	6	*	*	*	3	*	*	*
Foodservice Contractor	52	13,540	18,100	23,000	34	500	2,100	5,000
Franchise Operation	84	10,500	15,660	19,500	24	213	625	2,156
Hotel/Motel	27	18,000	20,000	24,625	8	*	1,000	*

** Insufficient data.*

Exhibit 40
Compensation for Manager Trainee

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	2,017	$16,172	$18,600	$22,050	69	$1,013	$2,000	$5,875
Sales Per Restaurant								
Less than $500,000	1,612	17,500	18,720	20,000	23	240	1,050	2,000
$500,000 – $999,999	246	14,520	18,300	24,970	23	1,350	2,000	2,250
$1,000,000 – $1,999,999	72	16,000	18,000	20,000	11	1,000	1,200	1,900
$2,000,000 and Over	83	18,000	19,000	25,750	12	2,000	7,000	8,000
Type of Ownership								
Proprietorship — Sole Owner	17	12,240	17,000	23,855	3	*	*	*
Partnership	18	18,200	22,000	25,142	2	*	*	*
Public Corporation	1,647	20,081	24,000	26,696	0	*	*	*
Private Corporation	326	15,637	18,000	20,000	64	1,725	2,000	7,000
Annual Sales Volume								
Less than $1,000,000	157	12,450	17,663	21,591	2	*	*	*
$1,000,000 – $1,999,999	32	14,775	17,840	19,060	6	*	*	*
$2,000,000 – $4,999,999	244	14,355	18,100	20,000	1	*	*	*
$5,000,000 – $9,999,999	53	16,000	17,250	20,500	34	1,025	2,000	2,000
$10,000,000 and Over	1,529	18,000	19,266	25,000	26	1,975	7,000	7,833
Scope of Operation								
Local Only	220	14,200	18,000	20,000	17	1,000	1,200	1,900
Several Localities	87	16,250	17,910	21,500	45	1,763	2,000	3,875
Regional	1,151	18,000	19,000	24,283	1	*	*	*
National (U.S. Only)	347	18,000	19,399	26,000	6	*	*	*
International	209	20,000	24,000	29,500	0	*	*	*
Type of Restaurant								
Full Menu — Tableservice	1,375	16,750	19,299	26,000	43	1,038	2,000	7,083
Limited Menu — Tableservice	159	15,000	18,000	20,000	1	*	*	*
Limited Menu — No Tableservice	310	16,508	18,330	19,260	8	*	1,000	*
Cafeteria — Full Menu	23	18,500	19,000	22,500	3	*	*	*
Other	146	11,250	17,500	20,800	14	2,500	2,500	2,500
Region								
Northeast	52	15,749	18,000	20,000	30	1,000	1,800	7,000
North Central	1,098	15,300	18,200	20,268	5	*	*	*
South	429	17,368	18,980	20,800	30	810	2,000	3,708
West	433	14,400	19,598	24,283	4	*	*	*
Type of Organization								
Club	1	*	*	*	0	*	*	*
Foodservice Contractor	149	17,500	20,800	25,250	3	*	*	*
Franchise Operation	420	16,672	18,715	20,268	18	1,000	2,000	2,500
Hotel/Motel	178	15,500	19,500	20,800	0	*	*	*

** Insufficient data.*

Exhibit 41
Compensation for Dining Room Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	895	$15,000	$20,425	$25,000	565	$500	$1,305	$2,450
Sales Per Restaurant								
Less than $500,000	500	12,000	16,000	22,125	471	600	1,076	1,600
$500,000 – $999,999	69	14,850	18,000	21,000	20	438	1,270	2,075
$1,000,000 – $1,999,999	98	17,760	21,300	24,925	37	500	1,750	4,000
$2,000,000 and Over	139	20,000	24,600	28,950	34	1,000	1,410	2,000
Type of Ownership								
Proprietorship — Sole Owner	37	14,650	18,000	25,000	11	500	1,000	2,000
Partnership	48	14,400	20,750	24,440	12	1,160	1,625	2,400
Public Corporation	508	14,750	22,978	26,000	453	1,076	1,286	1,496
Private Corporation	267	15,600	20,000	25,000	88	500	1,455	2,875
Annual Sales Volume								
Less than $1,000,000	82	12,870	15,800	20,850	26	500	1,040	2,000
$1,000,000 – $1,999,999	524	16,950	19,750	24,494	484	391	1,498	3,900
$2,000,000 – $4,999,999	98	18,150	23,700	29,000	29	550	1,200	2,750
$5,000,000 – $9,999,999	39	18,500	21,500	29,000	18	1,000	1,500	3,500
$10,000,000 and Over	66	22,750	26,000	29,000	5	*	*	*
Scope of Operation								
Local Only	292	15,000	20,000	25,000	89	500	1,138	2,225
Several Localities	38	18,600	26,000	36,750	13	1,250	4,250	6,173
Regional	29	19,725	22,700	30,000	0	*	*	*
National (U.S. Only)	530	16,500	19,000	24,480	461	600	1,496	1,600
International	5	*	*	*	2	*	*	*
Type of Restaurant								
Full Menu — Tableservice	843	15,090	20,425	25,000	555	500	1,200	2,500
Limited Menu — Tableservice	28	12,250	16,000	23,250	8	*	1,076	*
Limited Menu — No Tableservice	1	*	*	*	0	*	*	*
Cafeteria — Full Menu	13	18,650	25,400	30,000	0	*	*	*
Other	7	*	*	*	2	*	*	*
Region								
Northeast	92	15,600	19,500	24,000	19	500	750	2,000
North Central	129	16,450	21,000	25,000	40	750	1,750	3,550
South	127	14,475	20,000	25,000	26	476	1,271	3,000
West	71	15,800	20,700	27,986	26	1,000	1,505	1,925
Type of Organization								
Club	35	15,000	20,800	25,000	11	355	1,410	2,000
Foodservice Contractor	66	15,700	20,000	24,225	16	350	1,850	3,750
Franchise Operation	26	14,625	19,100	24,720	5	*	*	*
Hotel/Motel	122	14,750	19,500	24,477	21	638	1,000	1,900

** Insufficient data.*

Exhibit 42
Compensation for Kitchen Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	970	$18,000	$22,000	$27,162	390	$550	$1,700	$3,000
Sales Per Restaurant								
Less than $500,000	398	12,550	18,000	24,000	43	500	1,000	3,500
$500,000 – $999,999	99	16,000	19,250	23,850	31	1,000	1,500	2,381
$1,000,000 – $1,999,999	211	18,000	23,200	28,695	136	500	2,000	3,000
$2,000,000 and Over	240	23,300	27,350	32,000	173	1,000	2,500	5,370
Type of Ownership								
Proprietorship — Sole Owner	64	14,520	19,240	24,775	23	407	1,000	1,750
Partnership	109	18,188	23,500	29,460	78	1,250	2,000	3,500
Public Corporation	250	20,000	26,500	28,600	26	395	2,250	7,000
Private Corporation	516	18,000	22,000	26,500	244	675	2,000	3,000
Annual Sales Volume								
Less than $1,000,000	148	14,000	18,100	22,850	56	500	1,000	2,000
$1,000,000 – $1,999,999	82	18,000	22,550	26,624	34	500	1,100	2,000
$2,000,000 – $4,999,999	139	20,000	24,000	30,000	53	966	2,500	4,000
$5,000,000 – $9,999,999	62	20,000	27,000	30,000	36	1,525	2,250	4,625
$10,000,000 and Over	517	24,443	28,000	32,000	204	1,500	3,000	5,370
Scope of Operation								
Local Only	589	17,000	21,500	26,000	169	500	1,500	3,000
Several Localities	103	18,000	21,000	30,000	70	1,375	2,500	5,000
Regional	37	20,687	24,000	29,150	29	1,500	2,000	3,000
National (U.S. Only)	217	24,443	29,200	33,000	100	2,323	4,435	5,403
International	15	*	35,000	*	15	*	4,000	*
Type of Restaurant								
Full Menu — Tableservice	665	18,000	23,000	28,000	337	800	1,792	3,000
Limited Menu — Tableservice	52	18,000	20,000	25,000	39	600	1,350	3,000
Limited Menu — No Tableservice	11	14,430	20,000	23,500	2	*	*	*
Cafeteria — Full Menu	39	14,000	18,000	22,500	8	*	8,000	*
Other	200	15,250	22,000	25,875	4	*	*	*
Region								
Northeast	100	17,000	22,050	26,625	36	300	1,000	2,000
North Central	118	17,080	20,000	25,000	60	600	1,650	3,375
South	391	18,000	23,400	28,500	116	983	2,500	4,000
West	337	18,000	22,900	27,939	158	650	1,500	3,000
Type of Organization								
Club	19	17,000	22,000	25,500	9	*	1,000	*
Foodservice Contractor	285	16,980	20,000	29,550	42	750	3,000	4,750
Franchise Operation	129	18,850	25,000	31,000	87	1,146	2,500	5,185
Hotel/Motel	234	15,000	22,000	25,500	12	1,500	3,500	6,000

** Insufficient data.*

Exhibit 43
Compensation for Regional Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	508	$36,601	$50,200	$58,000	466	$3,154	$6,800	$11,633
Sales Per Restaurant								
Less than $500,000	416	38,675	50,200	53,300	401	3,376	6,800	8,000
$500,000 – $999,999	41	39,000	65,000	94,800	33	5,000	14,707	17,558
$1,000,000 – $1,999,999	18	31,400	42,050	58,250	13	2,750	7,500	14,400
$2,000,000 and Over	24	*	*	*	14	*	*	*
Type of Ownership								
Proprietorship — Sole Owner	6	*	*	*	5	*	*	*
Partnership	8	*	58,546	*	8	*	7,337	*
Public Corporation	59	54,500	87,500	95,208	50	9,500	16,780	20,444
Private Corporation	430	36,797	50,200	52,900	398	3,204	6,500	8,000
Annual Sales Volume								
Less than $1,000,000	32	14,360	38,500	58,750	25	3,000	4,200	12,500
$1,000,000 – $1,999,999	12	24,000	41,000	57,500	7	*	*	*
$2,000,000 – $4,999,999	25	24,600	32,800	41,125	17	575	5,000	18,500
$5,000,000 – $9,999,999	13	31,200	35,000	50,000	9	*	8,500	*
$10,000,000 and Over	417	47,092	51,100	58,000	403	3,500	8,000	12,000
Scope of Operation								
Local Only	34	24,000	31,200	40,500	19	1,688	2,500	6,250
Several Localities	28	32,750	45,000	51,500	22	3,500	5,000	11,000
Regional	29	30,000	55,000	68,150	23	3,225	4,200	16,337
National (U.S. Only)	397	40,147	50,200	58,000	383	3,500	8,000	12,000
International	15	65,000	90,000	100,000	14	10,000	18,500	27,000
Type of Restaurant								
Full Menu — Tableservice	150	50,200	52,000	58,300	123	5,600	8,000	12,000
Limited Menu — Tableservice	21	32,500	38,000	54,875	18	2,550	4,600	7,250
Limited Menu — No Tableservice	325	34,723	36,746	39,893	318	1,290	2,402	3,897
Cafeteria — Full Menu	3	*	*	*	0	*	*	*
Other	4	*	*	*	2	*	*	*
Region								
Northeast	30	38,723	52,900	53,300	24	3,782	5,600	6,000
North Central	84	40,069	50,200	50,200	80	4,050	8,000	8,000
South	308	36,275	42,050	58,300	294	2,540	12,000	12,000
West	86	24,000	51,100	62,500	68	3,500	5,089	6,200
Type of Organization								
Club	3	*	*	*	1	*	*	*
Foodservice Contractor	85	50,200	51,100	58,000	79	5,800	8,000	11,000
Franchise Operation	400	39,224	50,200	55,000	388	3,500	8,000	8,000
Hotel/Motel	1	*	*	*	0	*	*	*

** Insufficient data.*

Exhibit 44
Compensation for District Manager

	Base Salary				Annual Bonus			
	Total Number of Positions	Lower Quartile	Median	Upper Quartile	Total Number of Positions	Lower Quartile	Median	Upper Quartile
All Respondents	887	$33,950	$42,000	$46,400	840	$2,246	$4,817	$7,000
Sales Per Restaurant								
Less than $500,000	665	38,516	43,000	46,400	635	2,176	4,500	6,500
$500,000 – $999,999	169	30,600	38,000	54,580	159	4,082	5,645	10,000
$1,000,000 – $1,999,999	18	28,250	36,563	39,750	15	1,688	4,985	7,100
$2,000,000 and Over	22	26,700	45,000	52,667	20	4,188	8,250	30,000
Type of Ownership								
Proprietorship — Sole Owner	6	*	*	*	6	*	*	*
Partnership	12	32,500	37,875	39,000	10	*	6,000	*
Public Corporation	591	42,817	51,642	62,036	590	4,832	5,645	12,616
Private Corporation	261	35,000	42,000	46,300	217	2,500	4,500	7,000
Annual Sales Volume								
Less than $1,000,000	158	28,462	34,236	44,250	146	1,838	4,750	10,988
$1,000,000 – $1,999,999	121	27,500	40,000	48,062	115	788	6,750	15,058
$2,000,000 – $4,999,999	168	26,750	30,600	35,000	152	1,188	2,450	10,500
$5,000,000 – $9,999,999	26	23,468	32,000	35,000	20	1,000	3,000	10,000
$10,000,000 and Over	401	40,000	45,500	48,150	396	4,000	5,000	7,000
Scope of Operation								
Local Only	37	23,451	30,000	45,000	21	1,274	7,000	10,663
Several Localities	43	30,000	32,000	38,250	35	1,725	4,985	9,563
Regional	225	32,425	37,875	43,000	212	1,950	6,000	24,000
National (U.S. Only)	430	42,000	46,000	48,200	421	4,000	5,000	6,364
International	141	43,000	56,500	70,000	140	10,000	10,000	10,000
Type of Restaurant								
Full Menu — Tableservice	500	39,200	43,200	46,750	484	4,000	5,000	7,000
Limited Menu — Tableservice	107	30,000	37,875	42,000	101	1,613	3,485	9,000
Limited Menu — No Tableservice	255	31,900	38,350	51,677	230	1,500	2,500	6,269
Cafeteria — Full Menu	8	*	46,600	*	8	*	*	*
Other	6	*	*	*	6	*	*	*
Region								
Northeast	20	26,700	40,000	45,000	12	1,200	1,635	4,250
North Central	210	36,800	40,123	46,300	200	2,184	4,500	5,409
South	177	30,600	43,000	48,000	164	2,176	5,272	8,000
West	313	40,000	42,000	46,313	297	4,000	5,000	7,000
Type of Organization								
Club	3	*	*	*	2	*	*	*
Foodservice Contractor	93	39,600	43,000	46,300	83	4,000	5,000	6,625
Franchise Operation	384	37,500	43,000	46,400	369	2,231	4,500	6,500
Hotel/Motel	24	*	42,268	*	24	*	2,245	*

** Insufficient data.*

Family Businesses

Survey participants were asked to indicate whether their organization was a family business with family members working as salaried employees.

Exhibit 45 reports median base and median bonus compensation by position for family businesses. The same information is reported for non-family businesses. In general, the median salaries for these positions are less in family businesses than in non-family businesses. This is likely a result of the family businesses typically being smaller organizations. Of the respondents indicating their organization was a family business with family members working as salaried employees, 79% operated a single unit, 70% were a private corporation, 56% reported total annual sales less than $1,00,000, and 40% employed fewer than 5 salaried employees.

Exhibit 45

Compensation for Family Businesses With Family Members Working as Employees

	Family Business				Not a Family Business			
	Base Salary		Bonus		Base Salary		Bonus	
Title	Number of Positions	Median	Number of Positions	Median	Number of Positions	Median	Number of Positions	Median
Owner	483	$36,000	215	$15,000	265	$ 40,000	100	$21,000
Chairman of the Board	19	31,200	10	22,000	17	202,000	7	*
President	160	44,600	67	12,000	138	50,000	53	24,500
Chief Executive Officer	54	35,000	27	10,000	51	56,000	27	10,000
Chief Financial Officer	25	40,000	7	*	50	58,000	28	10,000
Chief Operating Officer	29	40,000	14	5,500	62	55,000	36	6,000
Treasurer	73	24,000	26	5,000	35	40,000	13	9,000
Vice President								
General	21	28,750	10	8,750	8	75,136	5	*
Development/Real Estate	7	*	4	*	19	77,500	11	14,000
Distribution/Purchasing	11	25,000	4	*	22	65,000	11	8,000
Finance	4	*	1	*	25	78,000	13	21,106
Franchising	3	*	1	*	10	82,077	7	*
Management Information Systems	4	*	2	*	17	65,500	8	16,179
Marketing	21	35,576	11	4,500	35	50,000	18	12,500
Operations	59	39,850	22	10,000	95	60,000	53	10,000
Personnel/Human Resources	11	28,000	2	*	41	48,500	20	8,100
Other Function	13	35,000	6	*	30	53,571	19	10,000
Controller	57	28,600	20	3,400	159	30,000	74	2,600
Training Director	19	24,100	11	3,200	34	38,000	16	4,000
Food and Beverage Director	75	30,000	30	2,000	225	35,000	78	3,000
Executive Chef	162	28,000	91	2,000	308	33,000	117	3,000
Banquet Manager	45	24,820	17	2,250	129	22,500	36	2,000
Catering Manager	32	22,000	16	3,000	121	24,000	52	3,000
Unit Manager	745	24,000	611	2,522	7885	27,500	6,179	2,500
Assistant Unit Manager	841	20,000	700	2,000	10,982	21,892	8,782	1,000
Night Manager	114	18,000	60	1,000	200	19,500	93	1,515
Manager Trainee	66	18,200	8	2,000	1,940	18,720	670	2,000
Dining Room Manager	134	19,600	41	1,000	745	21,000	522	1,496
Kitchen Manager	229	21,750	121	1,250	714	22,300	352	2,000
Regional Manager	23	36,400	16	10,817	478	50,200	449	7,000
District Manager	65	31,600	49	8,000	809	43,000	778	4,985

Bonus and Incentive Plans

Of the 1,305 respondents to the survey, 786 (60%) indicated that their organization gave bonuses to at least one of their salaried employees during the most recent fiscal year.

Exhibit 46 outlines the criteria these organizations used for determining bonus/incentive payout. The percentage of respondents is shown for each. These percents are based upon the total sample of 1,305 organizations. Some organizations based their incentive/bonus payouts on more than one criteria; thus, these percentages do not add up to 100%.

Exhibit 46
Bonus/Incentive Plans

	Number of Respondents	Percent of Respondents
Organizations Providing Bonus/Incentive Plan	**786**	**60.2%**
Plan Based On:		
Individual Employee Performance	415	31.8
Sales		
Individual Unit	282	21.6
Regional Unit	30	2.3
Total Company	114	8.7
Profit		
Individual Unit	356	27.3
Regional Unit	34	2.6
Total Company	174	13.3
Secret Shopper Reports	57	4.3
Traffic Counts	35	2.7
Goal Achievements	231	17.7
Other Criteria	132	10.1

Pension and Capital Accumulation Plans

Exhibit 47 shows the number of organizations and the percent responding that offered any of four pension and capital accumulation plans. These percents are based upon the total sample of 1,305 organizations. The number of organizations that offer a standard pension plan, 401(k), or a profit-sharing plan are evenly distributed.

Weeks of company service required before employees are eligible for a plan are outlined in Exhibit 48.

Of those organizations that offer a 401(k) plan, 78 (57%) indicated that their organization provided a matching contribution. Exhibit 49 shows the matching company contribution as a percentage of an employee's contribution.

Exhibit 47

Pension and Capital Accumulation Plans—Plans Offered to Eligible Salaried Employees

Type of Plan	Percent of Respondents	Number of Respondents
Pension Plan	10.7%	139
Employee Stock Ownership (ESOP)	4.2	55
401(k)	10.4	136
Profit Sharing	10.1	132

Exhibit 48

Weeks of Service With Company Needed for Employee Eligibility

Type of Plan	Median	Mean
Pension Plan	52.0 Weeks	58.8 Weeks
Employee Stock Ownership Plan (ESOP)	52.0	83.6
401(k)	52.0	46.1
Profit Sharing	52.0	52.3

Exhibit 49

401(k) Plan—Company Matching Contribution as a Percentage of an Employee's Contribution

	Lower Quartile	Median	Upper Quartile	Mean
Matching Percentage	20.0%	50.0%	50.0%	40.2%

Vacation, Sick Leave, Holiday, and Flextime Policies

A wealth of information was provided by respondents concerning vacation, sick leave, holiday, and flextime policies for salaried employees. Exhibits 50 through 54 present various breakouts for this information. The percents are based on the total number of 1,305 respondents.

Vacation and Sick Leave Policies

Exhibits 50 and 51 show number of vacation and sick leave days employees received by length of time with the company. Data are presented both by mean and median. As expected, the number of days increased with the longevity of service.

Exhibit 52 presents the percentages of respondents that allowed unused vacation or sick leave days to be carried over or cashed in. Most organizations (almost 60% for vacation and 55% for sick leave) did not allow their employees to either carry over or cash in these days.

Holidays

Exhibit 53 shows the number of paid holidays allowed salaried employees per year.

Flextime

Exhibit 54 shows the percent of respondents providing some form of flextime (allowing employees to arrange their own working hours). Half of all organizations provided flextime for their salaried employees (50%).

Exhibit 50

Vacation Policy—Number of Days by Length of Service

Length of Service	Median	Mean
6 Months	0.0 Days	1.5 Days
1 Year	7.0	7.6
3 Years	10.0	10.6
5 Years	14.0	12.7
10 Years	14.0	14.4
20 Years	14.0	15.2

Exhibit 51

Sick Leave Policy—Average Number of Days by Length of Service

Length of Service	Median	Mean
6 Months	0.0 Days	1.7 Days
1 Year	4.0	4.1
3 Years	5.0	4.8
5 Years	5.0	5.3
10 Years	5.0	5.7
20 Years	5.0	5.9

Exhibit 52

Unused Vacation or Sick Leave Carry Over and Cash In Policy

	Percent of Respondents	
Policy	Vacation	Sick Leave
May Carry Over	19.1%	7.0%
May Cash In	8.8	2.8
Neither	59.9	53.9
No Response	12.2	36.3

Exhibit 53

Paid Holidays—Number of Days Per Year

	Median	Mean
Number of Days	4.0	4.1

Exhibit 54

Is Flextime Provided?

	Number of Respondents	Percent of Respondents
Yes	654	50.1%
No	538	41.2
No Response	113	8.7

Perquisites

Exhibits 55 through 62 contain information on perquisites or non-cash forms of compensation given to the majority of salaried employees, in addition to base salary and bonus. From the list of perquisites shown in these exhibits, respondents were asked to indicate whether each benefit was paid completely, paid partially, not paid at all, or not offered. The difference between not paid at all and not offered is that some companies offer certain perquisites to employees but do not assume any of the cost.

Exhibit 55 shows the percent of respondents providing various perquisites to the majority of their salaried employees and executives.

The five most frequently offered perquisites were:

- Company-furnished meals.
- Health and accident insurance.
- Major medical insurance.
- Medical/surgical insurance.
- Professional seminars.

The five least frequently offered perquisites were:

- Financial services.
- Matching charitable contributions.
- Subsidized commuting.
- Legal services.
- Housing.

All percents are based on the total number of 1,305 respondents.

Exhibit 55
Percent Providing Various Perquisites
All Respondents

	Paid Completely	Paid Partially	Not Paid at All	Not Offered	No Response
Insurance Coverage					
Business Travel/Accident	20.2%	8.2%	4.4%	53.6%	13.6%
Dental	14.3	16.4	8.5	49.1	11.7
Disability, Short-Term	19.5	9.3	6.3	51.8	13.1
Disability, Long-Term	15.7	9.8	7.4	52.3	14.8
Eye Care	5.8	8.7	8.5	62.3	14.7
Health and Accident	36.8	25.4	3.9	20.9	13.0
HMO	9.6	10.3	3.6	52.8	23.7
Life	30.8	15.1	5.0	30.7	18.4
Major Medical (Doctors, etc.)	34.9	25.1	3.4	21.5	15.1
Medical/Surgical	30.9	24.0	3.3	24.8	17.0
Prescription Plan	19.8	19.6	4.2	36.6	19.8
PPO	6.7	7.4	4.3	56.2	25.4
Periodic Medical Checkups	8.3	9.0	5.1	53.8	23.8
Child Care Benefits	1.8	3.1	7.3	65.7	22.1
Dependent Care Benefits	1.9	2.4	11.5	61.8	22.4
Paternity Leave	2.4	3.7	14.5	57.5	21.9
Maternity Leave	5.6	7.4	19.1	46.6	21.3
Educational Assistance	7.2	16.8	4.9	50.4	20.7
Charitable Contributions Matched	1.5	3.0	5.3	67.8	22.4
Financial Services (Brokers Fees)	0.8	1.1	5.0	69.9	23.2
Interest Free Loans	9.3	3.1	5.1	60.8	21.7
Sabbatical Leaves	1.8	1.6	7.6	66.1	22.9
Company Car	11.3	6.8	3.8	56.7	21.4
Mobile Car Telephone	6.7	2.4	3.8	63.9	23.2
Professional Dues	29.6	5.1	2.5	42.4	20.4
Professional Seminars	45.8	5.7	2.0	28.5	18.0
Company-Furnished Meals	51.3	11.8	2.0	19.9	15.0
Meals For Families	8.3	15.7	4.8	51.1	20.1
Housing	1.9	2.8	5.0	66.9	23.4
Moving Coverage					
Moving Expenses	10.0	6.0	3.8	55.6	24.6
Guaranteed Sales Price of Home	1.8	1.7	4.7	66.1	25.7
Company-Furnished Lodging	8.2	4.2	3.9	57.6	26.1
Travel Allowance	11.1	7.0	3.5	52.0	26.4
Parking	29.9	3.0	4.4	41.8	20.9
Subsidized Commuting	2.1	1.8	4.7	68.0	23.4
Legal Services	1.5	2.2	5.0	68.6	22.7
Credit Union	4.3	1.2	8.1	63.1	23.3
Employee Assistance Programs	7.0	9.5	4.7	56.2	22.6

Exhibit 56
Percent Providing Various Perquisites
By Scope of Operation

	Operating on Local Basis			Operating in Several Localities		
	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
Insurance Coverage						
Business Travel/Accident	17.4%	7.0%	4.5%	31.6%	20.0%	*
Dental	13.7	13.2	8.5	16.8	27.4	10.5
Disability, Short-Term	17.0	8.4	6.3	33.7	10.5	*
Disability, Long-Term	13.2	7.9	7.4	29.5	16.8	*
Eye Care	5.8	7.6	8.7	*	13.7	*
Health and Accident	36.4	22.4	4.3	42.1	41.1	*
HMO	9.6	9.4	3.7	11.6	12.6	*
Life	27.5	13.7	5.1	47.4	24.2	*
Major Medical (Doctors, etc.)	34.2	21.9	3.8	45.3	41.1	*
Medical/Surgical	30.0	20.4	3.5	43.2	38.9	*
Prescription Plan	19.4	16.8	4.2	28.4	34.7	*
PPO	5.9	6.1	4.2	10.5	11.6	*
Periodic Medical Checkups	7.0	7.4	4.9	14.7	20.0	*
Child Care Benefits	1.8	2.5	6.8	*	*	9.5
Dependent Care Benefits	1.5	1.8	10.7	*	*	14.7
Paternity Leave	2.2	2.5	13.0	*	11.6	27.4
Maternity Leave	4.7	5.5	17.6	8.4	14.7	35.8
Educational Assistance	6.5	14.6	4.6	11.6	31.6	8.4
Charitable Contributions Matched	1.2	2.5	5.1	*	*	8.4
Financial Services (Brokers Fees)	0.8	0.9	4.6	*	*	8.4
Interest Free Loans	9.4	2.9	4.9	11.6	*	*
Sabbatical Leaves	1.8	1.5	7.4	*	*	8.4
Company Car	9.2	5.7	3.6	24.2	14.7	*
Mobile Car Telephone	5.1	1.7	3.5	13.7	11.6	*
Professional Dues	26.6	4.8	2.3	46.3	*	*
Professional Seminars	42.0	5.7	2.1	70.5	*	*
Company-Furnished Meals	49.8	11.0	2.1	60.0	16.8	*
Meals For Families	8.0	14.6	4.5	*	31.6	*
Housing	1.6	2.5	4.4	*	*	8.4
Moving Coverage						
Moving Expenses	5.3	4.7	3.7	34.7	12.6	*
Guaranteed Sales Price of Home	0.9	1.3	4.0	*	*	8.4
Company-Furnished Lodging	4.6	2.7	3.8	23.2	13.7	*
Travel Allowance	7.2	5.2	3.6	29.5	18.9	*
Parking	28.8	2.4	4.5	27.4	*	*
Subsidized Commuting	1.8	1.4	4.3	*	*	9.5
Legal Services	1.5	2.0	4.6	*	*	10.5
Credit Union	3.6	1.1	7.1	*	*	14.7
Employee Assistance Programs	6.0	8.2	4.5	8.4	16.8	*

** Insufficient data.*

Operating in One Region			Operating in U.S.			Operating Internationally		
Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
48.3%	*	*	58.3%	*	*	*	*	*
27.6	41.4	*	*	50.0	*	*	*	*
34.5	24.1	*	47.2	*	*	*	*	*
31.0	27.6	*	44.4	*	*	*	*	*
6.9	24.1	*	*	*	*	*	*	*
44.8	48.3	*	38.9	47.2	*	*	*	*
*	*	*	*	*	*	*	*	*
62.1	27.6	*	63.9	*	*	*	*	*
34.5	55.2	*	41.7	50.0	*	*	*	*
31.0	58.6	*	38.9	50.0	*	*	*	*
*	44.8	*	22.2	33.3	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	25.0	19.4	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	31.0	*	*	*	25.0	*	*	*
*	27.6	*	*	27.8	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
31.0	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
58.6	*	*	50.0	*	*	*	*	*
72.4	*	*	77.8	*	*	*	*	*
51.7	31.0	*	72.2	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	
34.5	27.6	*	55.6	*	*	*	*	*
*	*	*	*	*	*	*	*	*
41.4	*	*	38.9	*	*	*	*	*
41.4	27.6	*	44.4	*	*	*	*	*
34.5	*	*	55.6	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
31.0	*	*	*	*	*	*	*	*

** Insufficient data.*

Exhibit 57
Percent Providing Various Perquisites
By Type of Restaurant

	Full Menu—Tableservice			Limited Menu—Tableservice		
	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
Insurance Coverage						
Business Travel/Accident	19.1%	7.3%	4.4%	19.3%	10.2%	4.8%
Dental	14.9	16.0	9.0	11.4	12.7	10.2
Disability, Short-Term	19.0	9.4	6.7	22.3	6.6	6.0
Disability, Long-Term	15.2	9.7	7.6	18.7	7.8	7.8
Eye Care	5.7	9.3	8.6	6.0	7.2	11.4
Health and Accident	40.0	24.6	*	31.9	24.7	*
HMO	10.4	10.7	3.2	7.2	7.2	6.6
Life	32.2	14.5	5.1	25.9	13.9	6.6
Major Medical (Doctors, etc.)	37.2	24.0	3.6	32.5	24.1	*
Medical/Surgical	33.4	22.8	3.2	30.1	22.9	*
Prescription Plan	21.4	18.3	3.9	18.7	17.5	6.0
PPO	7.0	6.7	4.1	5.4	7.2	6.6
Periodic Medical Checkups	8.8	8.0	4.8	5.4	10.2	6.6
Child Care Benefits	1.9	2.4	7.4	*	*	6.6
Dependent Care Benefits	2.0	2.4	11.4	*	*	10.8
Paternity Leave	2.7	3.6	14.1	*	4.8	12.7
Maternity Leave	5.7	6.6	19.4	6.0	7.2	15.1
Educational Assistance	5.6	16.9	5.1	9.0	16.9	*
Charitable Contributions Matched	1.3	3.1	5.1	*	*	5.4
Financial Services (Brokers Fees)	*	1.2	5.0	*	*	4.8
Interest Free Loans	9.8	3.4	4.8	8.4	*	4.8
Sabbatical Leaves	1.4	1.7	7.5	*	*	6.0
Company Car	10.7	6.7	3.7	9.6	4.8	*
Mobile Car Telephone	6.0	1.7	3.6	4.8	*	4.8
Professional Dues	30.4	5.4	2.2	25.3	4.8	*
Professional Seminars	48.2	5.8	1.6	39.8	8.4	*
Company-Furnished Meals	55.4	11.2	1.5	47.0	12.0	*
Meals For Families	9.2	16.6	4.9	9.6	16.3	5.4
Housing	2.3	3.1	4.8	*	*	5.4
Moving Coverage						
Moving Expenses	9.2	5.2	3.7	9.0	6.6	4.8
Guaranteed Sales Price of Home	1.7	1.7	4.5	*	*	6.0
Company-Furnished Lodging	7.8	3.8	3.8	7.2	*	*
Travel Allowance	9.7	7.5	3.2	11.4	6.0	*
Parking	30.4	3.5	4.1	24.1	*	6.0
Subsidized Commuting	1.5	1.9	4.6	*	*	5.4
Legal Services	1.6	2.2	4.5	*	*	7.2
Credit Union	3.9	1.3	7.6	*	*	9.0
Employee Assistance Programs	7.2	10.0	4.3	4.8	8.4	5.4

* *Insufficient data.*

Limited Menu--No Tableservice			Cafeteria—Full Menu			Other		
Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
20.0%	8.4%	*	46.7%	*	*	22.9%	*	*
11.0	17.4	6.5	24.4	40.0	*	18.8	*	*
14.8	8.4	6.5	37.8	26.7	*	22.9	*	*
11.6	9.7	7.1	31.1	24.4	*	18.8	*	*
*	7.1	7.1	17.8	*	*	*	*	*
25.2	26.5	*	31.1	53.3	*	43.8	*	*
7.1	7.1	*	*	26.7	*	*	*	*
25.8	14.8	*	33.3	33.3	*	39.6	*	*
28.4	25.2	*	28.9	57.8	*	31.3	22.9	*
21.9	23.9	*	22.2	53.3	*	29.2	25.0	*
14.2	20.0	*	17.8	53.3	*	20.8	16.7	*
*	6.5	5.2	17.8	24.4	*	*	*	*
*	9.0	*	20.0	24.4	*	*	*	*
*	5.2	5.2	*	*	*	*	*	*
*	*	12.3	*	*	17.8	*	*	*
*	*	17.4	*	*	24.4	*	*	*
*	7.1	22.6	*	22.2	24.4	*	*	*
7.7	12.3	7.1	26.7	24.4	*	*	25.0	*
*	*	6.5	*	*	*	*	*	*
*	*	5.8	*	*	*	*	*	*
7.7	*	7.1	*	*	*	*	*	*
*	*	9.7	*	*	*	*	*	*
14.2	9.0	*	*	*	*	16.7	*	*
9.4	*	*	*	*	*	*	*	*
24.5	*	*	*	*	*	31.3	*	*
37.4	*	*	60.0	*	*	47.9	*	*
36.8	14.2	*	62.2	*	*	39.6	*	*
*	12.3	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
10.3	5.2	*	31.1	*	*	*	*	*
*	*	*	*	*	*	*	*	*
9.0	*	*	20.0	*	*	*	*	*
12.9	*	*	33.3	*	*	*	*	*
23.9	*	5.2	57.8	*	*	43.8	*	*
*	*	*	*	*	*	*	*	*
*	*	*	*	*	*	*	*	*
*	*	7.7	20.0	*	*	*	*	*
*	5.8	5.8	24.4	17.8	*	*	*	*

* *Insufficient data.*

Exhibit 58
Percent Providing Various Perquisites
By Sales Per Restaurant

	Less Than $500,000			$500,000 to $999,999		
	Completely Paid	Partially Paid	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
Insurance Coverage						
Business Travel/Accident	14.6%	*	*	21.6%	7.0%	5.0%
Dental	8.3	13.5	*	12.0	14.6	9.2
Disability, Short-Term	12.9	8.7	*	19.0	6.4	6.4
Disability, Long-Term	9.6	9.2	*	14.3	7.0	7.3
Eye Care	*	8.3	6.6	3.6	7.8	8.4
Health and Accident	22.9	22.9	*	43.1	22.1	3.5
HMO	*	8.3	*	10.9	7.8	3.6
Life	18.1	11.6	*	33.1	13.4	3.9
Major Medical (Doctors, etc.)	21.2	21.4	*	38.9	23.0	3.9
Medical/Surgical	16.6	20.7	*	35.3	21.3	3.1
Prescription Plan	9.8	15.7	*	21.0	17.4	3.6
PPO	3.5	6.1	4.6	5.9	5.9	3.6
Periodic Medical Checkups	3.1	9.0	4.6	10.1	7.8	3.9
Child Care Benefits	*	2.6	5.2	1.7	*	6.2
Dependent Care Benefits	*	2.2	9.0	2.5	*	10.6
Paternity Leave	*	2.6	10.7	*	2.8	16.0
Maternity Leave	4.1	6.6	14.2	4.8	5.3	20.4
Educational Assistance	6.6	11.8	4.8	5.6	14.8	5.3
Charitable Contributions Matched	2.8	2.4	4.8	*	*	5.0
Financial Services (Brokers Fees)	*	*	5.0	*	*	4.5
Interest Free Loans	7.2	*	4.8	10.1	3.4	4.5
Sabbatical Leaves	1.7	*	6.8	*	*	6.2
Company Car	8.5	5.0	3.7	11.5	7.0	2.5
Mobile Car Telephone	3.7	1.7	3.7	6.7	2.8	2.8
Professional Dues	21.0	3.7	2.4	29.4	3.9	2.2
Professional Seminars	31.0	3.7	2.6	47.9	4.5	*
Company-Furnished Meals	40.0	10.9	2.8	48.7	15.1	*
Meals For Families	6.3	11.4	5.2	6.4	17.9	3.9
Housing	2.0	2.0	5.7	2.2	2.8	3.6
Moving Coverage						
Moving Expenses	7.0	4.8	4.4	8.4	6.2	2.8
Guaranteed Sales Price of Home	2.2	*	5.0	*	*	2.8
Company-Furnished Lodging	7.0	2.2	4.6	7.3	2.8	2.8
Travel Allowance	10.0	5.2	3.7	10.1	5.3	2.8
Parking	25.3	1.7	4.8	27.2	*	3.4
Subsidized Commuting	2.2	2.0	5.0	*	*	3.1
Legal Services	*	2.0	5.5	*	2.2	3.4
Credit Union	4.6	*	7.0	3.4	*	7.0
Employee Assistance Programs	3.9	6.8	4.4	6.2	8.1	4.2

** Insufficient data.*

$1 Million to $1,999,999			$2 Million and Over		
Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid At All
24.2%	7.5%	3.2%	28.1%	8.5%	•
21.0	20.2	9.1	24.2	22.9	11.1
24.2	10.3	6.3	32.7	15.7	6.5
22.2	10.7	7.9	27.5	15.0	9.2
7.9	7.9	9.9	13.1	11.8	11.1
51.6	27.0	•	45.8	34.6	2.6
13.9	12.3	3.2	16.3	17.6	2.0
42.5	17.1	5.2	49.0	23.5	5.2
52.8	25.8	•	42.5	37.9	•
47.2	23.4	•	42.5	35.3	•
32.9	21.8	4.0	28.8	32.7	•
8.7	6.7	4.4	15.7	15.7	•
10.3	8.7	5.6	14.4	11.8	7.2
•	3.6	8.3	•	•	11.1
3.2	•	13.1	•	•	15.7
4.8	5.2	15.5	•	6.5	19.0
7.9	7.5	23.0	7.8	12.4	24.8
7.5	21.0	6.0	9.8	27.5	•
•	3.6	6.3	4.6	•	•
•	•	6.0	•	•	•
13.1	4.4	6.3	10.5	6.5	•
•	•	8.3	•	•	8.5
12.7	9.1	5.6	19.0	11.1	•
9.1	•	4.8	11.1	•	•
34.1	6.7	3.6	48.4	8.5	•
58.7	8.7	•	67.3	7.8	•
65.9	10.3	2.0	71.9	8.5	•
12.3	18.7	•	14.4	22.2	•
•	3.6	4.8	•	•	•
11.1	6.0	4.4	20.9	9.2	•
•	•	6.3	•	•	•
7.9	5.6	4.4	16.3	7.8	•
10.7	8.7	4.0	18.3	11.8	•
32.9	6.0	4.8	45.8	5.9	•
•	•	6.7	•	•	•
•	•	7.1	•	•	•
•	•	9.1	9.2	•	9.8
11.1	11.5	5.2	11.1	15.7	•

* *Insufficient data.*

Exhibit 59
Percent Providing Various Perquisites
By Type of Ownership

	Sole Proprietorship			Partnership		
	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
Insurance Coverage						
Business Travel/Accident	13.9%	7.3%	*	19.6%	8.0%	*
Dental	7.7	8.4	6.2	16.1	26.8	7.1
Disability, Short-Term	13.1	6.6	4.7	13.4	14.3	*
Disability, Long-Term	9.5	6.2	5.1	13.4	9.8	7.1
Eye Care	4.4	8.0	5.5	8.0	7.1	8.0
Health and Accident	28.8	17.5	3.6	33.0	25.9	*
HMO	7.3	6.9	*	12.5	14.3	*
Life	16.8	10.2	5.5	31.3	19.6	*
Major Medical (Doctors, etc.)	27.7	15.7	4.0	30.4	31.3	*
Medical/Surgical	23.4	16.4	2.9	29.5	25.0	*
Prescription Plan	12.4	12.4	4.7	23.2	24.1	*
PPO	4.7	4.7	*	7.1	11.6	*
Periodic Medical Checkups	6.2	6.2	2.9	8.9	14.3	*
Child Care Benefits	2.9	*	4.4	*	*	*
Dependent Care Benefits	*	*	6.9	*	*	11.6
Paternity Leave	2.9	3.3	9.1	*	*	16.1
Maternity Leave	5.1	4.7	13.1	*	*	18.8
Educational Assistance	4.7	11.3	*	*	17.0	*
Charitable Contributions Matched	*	2.9	*	*	*	*
Financial Services (Brokers Fees)	*	*	*	*	*	*
Interest Free Loans	7.3	4.7	*	*	*	*
Sabbatical Leaves	*	2.9	3.6	*	*	*
Company Car	6.6	4.0	*	7.1	7.1	*
Mobile Car Telephone	3.3	*	*	7.1	*	*
Professional Dues	13.9	5.8	*	31.3	*	*
Professional Seminars	28.1	4.0	*	42.0	*	*
Company-Furnished Meals	42.0	9.1	*	49.1	14.3	*
Meals For Families	9.5	9.9	*	9.8	15.2	*
Housing	*	*	*	*	*	*
Moving Coverage						
Moving Expenses	4.4	*	*	16.1	7.1	*
Guaranteed Sales Price of Home	*	*	*	*	*	*
Company-Furnished Lodging	5.1	*	*	16.1	*	*
Travel Allowance	8.0	2.9	*	16.1	7.1	*
Parking	21.9	2.9	3.6	33.0	*	7.1
Subsidized Commuting	*	*	*	*	*	*
Legal Services	*	*	*	*	*	*
Credit Union	3.3	*	*	*	*	8.0
Employee Assistance Programs	4.7	5.1	*	*	12.5	*

** Insufficient data.*

Public Corporation			Private Corporation		
Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
50.9%	17.0%	*	20.4%	8.1%	5.3%
15.1	54.7	*	16.2	15.1	9.5
52.8	22.6	*	20.2	8.9	7.4
32.1	41.5	*	17.2	9.0	7.8
*	28.3	*	5.8	8.1	9.5
34.0	60.4	*	40.4	25.4	4.4
*	28.3	*	10.2	9.8	4.2
45.3	30.2	*	34.3	15.1	4.6
35.8	54.7	*	38.2	25.1	3.6
30.2	54.7	*	33.9	23.9	3.7
17.0	45.3	*	22.1	19.6	4.1
18.9	17.0	*	6.7	6.9	4.9
17.0	20.8	*	8.4	8.4	5.7
*	*	17.0	1.2	2.9	7.8
*	*	17.0	1.9	2.2	12.7
*	*	17.0	2.3	3.2	16.0
*	22.6	24.5	5.6	7.1	20.8
*	35.8	*	7.8	17.3	5.1
*	*	*	1.6	2.5	5.8
*	*	*	1.1	*	5.8
*	*	*	10.3	2.8	6.2
*	*	15.1	1.8	1.4	8.8
*	*	*	13.2	7.4	4.6
*	*	*	7.5	2.8	4.3
50.9	*	*	32.9	4.9	2.8
69.8	*	*	50.4	6.3	2.2
58.5	15.1	*	54.3	12.0	1.9
*	17.0	*	7.7	17.6	5.5
*	*	*	2.3	3.3	5.5
39.6	39.6	*	9.1	5.7	4.6
*	*	*	1.4	1.3	5.1
37.7	*	*	6.3	4.4	4.4
35.8	18.9	*	9.7	7.6	4.1
45.3	*	*	31.1	2.5	4.2
*	*	*	2.6	1.8	5.4
*	*	*	1.6	2.1	5.8
18.9	*	20.8	4.1	1.5	9.0
22.6	*	*	7.2	10.4	5.6

** Insufficient data.*

Exhibit 60
Percent Providing Various Perquisites
By Annual Sales Volume

	Less Than $1 Million			$1 Million to $1,999,999		
	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
Insurance Coverage						
Business Travel/Accident	13.9%	6.8%	4.8%	22.4%	8.7%	3.7%
Dental	9.5	9.5	7.7	14.1	19.5	9.1
Disability, Short-Term	12.3	6.7	6.5	21.6	10.8	5.4
Disability, Long-Term	8.9	6.2	7.0	19.1	9.5	7.1
Eye Care	4.4	6.2	7.3	5.8	8.7	8.7
Health and Accident	30.5	16.8	5.3	46.1	27.8	3.3
HMO	7.3	6.8	3.8	10.4	12.4	5.0
Life	20.3	8.8	5.0	37.8	15.8	6.6
Major Medical (Doctors, etc.)	27.0	15.9	4.8	46.5	27.4	*
Medical/Surgical	22.3	15.2	4.2	41.5	25.3	*
Prescription Plan	12.9	11.4	4.7	28.2	21.6	5.0
PPO	3.3	4.4	4.2	7.1	6.2	5.8
Periodic Medical Checkups	5.2	5.6	3.8	8.3	9.1	7.5
Child Care Benefits	*	*	4.7	*	3.7	8.7
Dependent Care Benefits	*	1.2	8.5	*	*	12.4
Paternity Leave	1.5	1.7	10.6	*	5.0	16.2
Maternity Leave	3.0	3.5	13.6	4.6	7.5	24.1
Educational Assistance	5.0	8.6	4.8	20.7	20.7	6.2
Charitable Contributions Matched	*	*	4.8	*	4.1	6.2
Financial Services (Brokers Fees)	0.6	0.6	4.4	*	*	5.8
Interest Free Loans	7.3	2.1	4.2	14.1	4.6	7.1
Sabbatical Leaves	1.2	1.2	6.4	*	*	7.1
Company Car	6.7	3.5	3.3	12.0	8.7	5.0
Mobile Car Telephone	3.5	*	3.2	6.2	3.7	4.6
Professional Dues	19.4	3.2	2.4	35.7	5.8	3.7
Professional Seminars	30.9	2.9	2.9	58.5	7.9	*
Company-Furnished Meals	40.6	2.6	2.6	65.6	11.2	*
Meals For Families	6.8	3.9	3.9	10.0	18.7	5.4
Housing	1.8	3.9	3.9	*	*	4.6
Moving Coverage						
Moving Expenses	3.6	3.8	3.8	9.1	5.8	5.0
Guaranteed Sales Price of Home	*	3.8	3.8	*	*	6.2
Company-Furnished Lodging	3.2	3.8	3.8	8.7	4.1	5.4
Travel Allowance	5.8	3.3	3.3	12.4	8.7	4.6
Parking	23.9	4.2	4.2	32.8	*	5.4
Subsidized Commuting	1.2	*	4.2	*	*	5.4
Legal Services	1.2	4.4	4.4	*	3.3	5.8
Credit Union	2.9	*	6.1	3.3	*	6.6
Employee Assistance Programs	3.2	2.8	3.8	8.3	11.2	5.0

** Insufficient data.*

$2 Million to $4,999,999			$5 Million to $9,999,999			$10 Million and Over		
Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
28.7%	10.8%	*	24.3%	11.4%	*	47.7%	12.3%	*
22.6	22.1	10.8	25.7	32.9	*	23.1	38.5	*
30.3	12.3	6.2	34.3	12.9	*	40.0	16.9	*
23.1	12.3	8.2	31.4	20.0	*	35.4	24.6	12.3
10.3	12.8	9.7	*	14.3	12.9	*	*	*
51.3	31.3	*	38.6	44.3	*	35.4	56.9	*
12.8	13.3	1.5	18.6	18.6	*	12.3	18.5	*
41.5	25.6	4.1	58.6	24.3	*	60.0	29.2	*
49.2	31.8	*	38.6	50.0	*	36.9	58.5	*
45.6	30.3	*	40.0	41.4	*	35.4	60.0	*
33.3	30.3	*	24.3	31.4	*	20.0	52.3	*
12.3	10.3	*	12.9	*	*	18.5	30.8	*
12.3	11.8	5.6	12.9	12.9	*	16.9	27.7	*
4.6	5.1	8.2	*	*	12.9	*	*	15.4
4.1	*	14.9	*	*	15.7	*	*	21.5
4.6	4.1	17.9	*	14.3	22.9	*	*	26.2
11.8	11.8	22.1	*	18.6	28.6	*	16.9	38.5
9.7	29.2	*	11.4	30.0	11.4	13.8	30.8	*
*	*	4.1	*	*	*	*	*	*
*	*	4.1	*	*	*	*	*	*
10.3	5.6	*	17.1	*	*	*	*	*
4.1	*	7.7	*	*	11.4	*	*	*
15.4	11.8	*	24.3	11.4	*	32.3	20.0	*
8.7	*	*	14.3	*	*	24.6	12.3	*
39.0	8.2	*	52.9	*	*	55.4	*	*
64.1	8.2	*	68.6	*	*	72.3	*	*
65.6	12.3	*	60.0	15.7	*	63.1	15.4	*
13.3	22.1	6.7	*	24.3	*	*	29.2	*
*	5.1	6.2	*	*	*	*	*	*
15.4	11.8	*	24.3	15.7	*	47.7	15.4	*
*	*	4.1	*	*	*	*	*	*
12.3	8.2	*	*	15.7	*	49.2	*	*
15.4	12.3	*	15.7	17.1	*	47.7	*	*
40.5	4.1	*	38.6	*	*	40.0	18.5	*
4.1	4.6	4.6	*	*	*	*	*	*
*	*	4.6	*	*	*	*	*	*
7.2	*	9.2	*	*	21.4	*	*	12.3
11.8	14.9	6.2	12.9	11.4	*	20.0	21.5	*

* *Insufficient data.*

Exhibit 61
Percent Providing Various Perquisites
By Region

	Northeast			North Central		
	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
Insurance Coverage						
Business Travel/Accident	17.9%	4.5%	5.2%	18.9%	9.5%	4.4%
Dental	13.8	9.7	10.8	8.5	13.2	6.6
Disability, Short-Term	22.8	7.5	6.3	18.0	8.5	4.7
Disability, Long-Term	16.4	8.2	8.2	15.5	9.5	5.7
Eye Care	5.4	4.9	8.2	2.5	7.6	7.9
Health and Accident	43.7	20.9	3.7	33.8	25.9	4.1
HMO	11.9	8.6	*	8.5	7.6	3.5
Life	29.1	10.4	*	35.3	16.1	5.4
Major Medical (Doctors, etc.)	42.2	23.1	3.4	30.3	24.3	2.8
Medical/Surgical	34.0	22.4	3.0	28.1	22.7	*
Prescription Plan	16.0	16.8	*	17.7	19.6	3.2
PPO	*	3.0	*	5.4	7.3	6.6
Periodic Medical Checkups	6.0	6.3	*	7.3	6.6	5.4
Child Care Benefits	*	*	6.3	*	2.5	5.4
Dependent Care Benefits	*	*	10.8	*	*	9.1
Paternity Leave	*	3.7	10.8	3.2	*	13.6
Maternity Leave	3.7	7.5	14.6	6.3	6.6	19.2
Educational Assistance	5.2	13.4	*	6.6	18.0	4.4
Charitable Contributions Matched	*	*	*	*	*	4.7
Financial Services (Brokers Fees)	*	*	*	*	*	4.4
Interest Free Loans	8.6	*	*	12.0	2.8	3.8
Sabbatical Leaves	3.4	*	6.0	*	*	6.6
Company Car	12.3	5.6	*	11.0	5.0	3.8
Mobile Car Telephone	6.3	*	*	5.0	*	3.8
Professional Dues	25.4	3.4	*	27.4	6.3	2.5
Professional Seminars	44.0	6.0	*	45.4	6.0	*
Company-Furnished Meals	50.7	9.7	*	47.9	13.6	*
Meals For Families	7.1	11.9	3.4	7.9	18.0	4.4
Housing	*	*	3.0	*	3.2	4.7
Moving Coverage						
Moving Expenses	6.7	*	*	9.5	6.3	3.8
Guaranteed Sales Price of Home	*	*	*	2.5	*	4.7
Company-Furnished Lodging	4.9	*	*	9.5	3.8	4.4
Travel Allowance	6.7	7.5	*	10.4	7.9	3.2
Parking	26.5	3.7	3.0	28.4	2.8	4.1
Subsidized Commuting	*	*	*	*	*	5.0
Legal Services	*	*	*	*	*	6.0
Credit Union	*	*	3.4	3.2	*	8.5
Employee Assistance Programs	6.3	7.8	*	6.6	9.8	5.0

** Insufficient data.*

South			West		
Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
23.9%	9.8%	3.9%	20.3%	8.2%	4.4%
11.4	23.9	10.8	21.3	17.4	6.9
21.2	13.4	7.8	17.2	8.5	6.7
18.3	12.7	8.8	13.8	8.7	7.7
4.9	9.2	12.1	9.7	12.3	6.9
32.4	33.3	4.2	38.5	21.5	3.8
5.9	12.7	4.2	11.8	11.8	4.1
34.3	22.2	4.9	25.9	10.8	6.7
32.7	32.0	4.9	36.2	21.3	3.1
29.7	30.4	5.6	32.8	20.5	3.1
19.3	24.5	6.5	24.9	17.7	4.4
7.2	8.5	4.9	10.5	9.2	5.1
7.2	13.4	6.5	11.5	10.0	5.6
*	3.3	9.2	*	3.3	8.2
*	3.3	14.1	2.3	2.8	11.8
*	5.2	17.0	2.3	3.6	15.9
6.9	7.8	22.9	5.6	7.2	20.0
9.2	17.3	5.9	7.4	17.2	6.7
*	4.2	5.9	*	3.6	7.4
*	*	5.6	*	*	6.9
12.4	3.6	7.2	5.4	3.3	6.4
*	*	9.2	*	*	8.2
11.4	8.5	4.2	10.5	7.7	4.4
7.9	3.9	4.6	6.7	*	4.9
41.2	5.6	*	25.6	4.9	3.3
54.6	6.9	*	41.0	4.1	3.3
55.2	13.7	*	51.8	10.8	2.6
8.2	17.0	6.5	9.2	15.9	4.9
*	3.9	5.6	*	2.1	5.9
15.0	9.2	3.6	7.4	5.6	5.6
*	2.6	4.9	*	*	6.7
10.1	7.2	3.6	7.4	3.3	5.6
13.7	6.9	3.9	11.8	5.6	5.1
33.3	*	4.9	31.0	2.8	5.4
2.9	*	4.6	2.3	2.8	6.2
*	3.9	3.9	2.1	*	6.9
5.2	*	8.5	6.2	2.1	10.8
6.9	8.5	5.6	7.9	11.3	5.6

* *Insufficient data.*

Exhibit 62
Percent Providing Various Perquisites
By Type of Organization

	Club			Foodservice Contractor		
	Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
Insurance Coverage						
Business Travel/Accident	20.0	9.0	*	20.0%	9.7%	4.9%
Dental	20.0	22.0	9.0	15.1	14.6	9.7
Disability, Short-Term	26.0	12.0	8.0	16.8	9.2	7.0
Disability, Long-Term	17.0	13.0	9.0	10.8	8.1	8.1
Eye Care	*	15.0	11.0	5.9	10.3	7.0
Health and Accident	48.0	30.0	*	32.4	26.5	5.4
HMO	19.0	12.0	*	10.8	10.8	*
Life	49.0	10.0	9.0	22.2	14.1	6.5
Major Medical (Doctors, etc.)	45.0	26.0	*	30.3	25.9	*
Medical/Surgical	45.0	25.0	*	27.6	24.3	*
Prescription Plan	30.0	23.0	*	15.1	19.5	4.3
PPO	15.0	*	8.0	6.5	6.5	*
Periodic Medical Checkups	14.0	8.0	10.0	9.7	8.1	*
Child Care Benefits	*	*	11.0	*	*	5.9
Dependent Care Benefits	*	*	14.0	*	*	9.2
Paternity Leave	*	*	18.0	*	*	10.8
Maternity Leave	*	*	22.0	7.6	5.4	13.5
Educational Assistance	*	23.0	*	9.2	14.1	*
Charitable Contributions Matched	*	*	*	*	*	*
Financial Services (Brokers Fees)	*	*	*	*	*	*
Interest Free Loans	8.0	*	*	9.2	*	*
Sabbatical Leaves	*	*	8.0	*	*	7.0
Company Car	13.0	*	*	14.6	5.9	*
Mobile Car Telephone	*	*	*	9.7	*	*
Professional Dues	58.0	10.0	*	25.9	*	*
Professional Seminars	64.0	10.0	*	38.4	*	*
Company-Furnished Meals	66.0	9.0	*	49.2	10.3	*
Meals For Families	8.0	15.0	*	7.6	8.1	*
Housing	*	*	*	*	*	*
Moving Coverage						
Moving Expenses	9.0	12.0	*	9.7	*	*
Guaranteed Sales Price of Home	*	*	*	*	*	5.4
Company-Furnished Lodging	*	*	*	8.1	*	*
Travel Allowance	9.0	13.0	*	11.4	*	*
Parking	35.0	*	*	31.4	*	*
Subsidized Commuting	*	*	*	*	*	4.3
Legal Services	*	*	*	*	*	4.3
Credit Union	*	*	11.0	6.5	*	8.1
Employee Assistance Programs	*	12.0	*	9.2	5.9	4.3

** Insufficient data.*

Franchise Operation			Hotel/Motel		
Paid Completely	Paid Partially	Not Paid at All	Paid Completely	Paid Partially	Not Paid at All
25.0%	10.5%	*	23.7%	7.4%	*
11.8	30.3	8.6	14.8	24.4	6.7
25.0	9.9	7.9	21.5	11.1	5.9
21.1	12.5	10.5	17.0	12.6	9.6
*	8.6	11.8	5.9	8.9	11.9
34.2	38.2	*	32.6	32.6	*
8.6	9.2	5.3	8.9	16.3	*
36.8	22.4	*	36.3	18.5	*
32.2	38.8	*	28.1	34.1	*
28.3	38.8	*	24.4	33.3	*
18.4	30.3	*	18.5	30.4	*
*	10.5	5.3	[illegible]7	12.6	*
7.9	13.2	7.2	11.[illegible]	10.4	*
*	5.9	7.9	*	5.9	9.6
*	*	13.2	*	*	11.9
*	*	18.4	*	*	16.3
7.2	10.5	27.0	*	12.6	20.0
7.9	20.4	9.9	*	26.7	5.9
*	*	5.6	*	6.7	*
*	*	7.2	*	*	*
6.6	*	5.9	*	*	*
*	*	8.6	*	*	10.4
19.7	8.6	*	*	8.1	*
13.2	*	*	*	*	*
34.2	*	*	37.0	*	*
53.3	5.3	*	51.9	11.9	*
51.3	16.4	*	60.0	14.1	*
*	*	5.9	8.9	11.9	*
0.7	2.6	*	*	6.7	6.7
15.1	12.5	*	13.3	7.4	*
*	*	6.6	*	*	*
17.1	5.3	5.3	17.8	8.1	*
16.4	11.8	*	14.1	8.9	*
28.9	*	5.9	44.4	*	*
*	*	*	*	*	*
*	*	*	*	*	*
5.3	*	9.2	*	*	8.1
9.2	10.5	5.3	10.4	10.4	*

* *Insufficient data.*

Exhibit 63 lists changes made to respondents' benefit programs in the last year. Improvements in medical coverage were the most frequently mentioned changes, followed by increasing the employee's share of benefit costs and instituting a profit-sharing program.

Exhibit 63
Changes Made to Benefit Program in the Last Year

	Number of Respondents Reporting Changes	Percent of Those Reporting Changes
Improved Medical Coverage	14	11.8%
Increased Employee Share of Benefit Costs	12	10.2
Instituted Profit Sharing	10	8.4
Improved Group Life/Health Insurance	8	6.8
Offered Longer Vacations	7	5.9
Added 401(k) Plan	6	5.1
Improved Dental Coverage	6	5.1
Offered Disability Insurance	6	5.1
Converted Health Insurance to HMO	5	4.2
Raised Deductible for Health Insurance	5	4.2
Eliminated Pension Plan	4	3.4
Instituted Incentive Bonus Program	4	3.4
Decreased Employee Share of Benefit Cost	3	2.5
Instituted "Cafeteria Style" Benefit Package	3	2.5
Instituted Pension Plan	3	2.5
Instituted Prescription Plan	3	2.5
Instituted Credit Union Services	2	1.7
Instituted Child Care	2	1.7
Increased Company 401(k) Matching Percentage	2	1.7
Instituted Flextime	2	1.7
Other	11	9.6
Total	118	100.0%

Exhibit 64
Changes Planned for Benefit Program in Next Two Years

	Number of Respondents Reporting Changes	Percent of Those Reporting Changes
Establish a 401(k) Plan	23	12.2%
Improve Health Insurance	22	11.7
Provide Profit Sharing	22	11.7
Increase Employee Share of Benefit Cost	19	10.1
Institute a Pension Plan	19	10.1
Institute a Section 125 (Cafeteria Plan)	11	5.9
Offer Dental Insurance	9	4.8
Offer an Incentive Bonus Plan	8	4.3
Overall Benefit Reduction	6	3.2
Stock Options	6	3.2
Increase Life Insurance	4	2.1
Increase Number of Sick Days	4	2.1
Institute a Disability Insurance Program	4	2.1
Institute a Day Care Program	4	2.1
Eliminate Medical Coverage	3	1.6
Establish a Credit Union	3	1.6
Offer Longer Vacations	3	1.6
Change Insurance Carriers	2	1.1
Eliminate Pension Plan	2	1.1
Eliminate Profit-Sharing Plan	2	1.1
Institute Prescription Plan	2	1.1
Institute Wellness Program	2	1.1
Raise Deductible for Health Insurance	2	1.1
Other	6	3.2
Total	188	100.0%

Note: may not sum to 100% due to rounding.

Exhibit 65
Other Noteworthy Benefits

	Number of Respondents	Percent of Respondents
Complimentary use of company facilities	15	21.7%
Holiday Gifts	5	7.2
Paid Trips (training, conferences, etc.)	5	7.2
Holiday Parties	4	5.8
Periodic Company Parties/Picnics/Outings	4	5.8
Use of Company Vacation House	3	4.3
May purcase food at wholesale costs	2	2.9
Paid nights out	2	2.9
Paid visits to competitors	2	2.9
Store discounts/Gift Certificates	2	2.9
Other	25	36.4
Total	69	100.0%

Exhibit 64 shows anticipated changes in respondents' benefit programs during the next two years. The five most frequently mentioned changes were: the establishment of a 401(k) plan, the institution of profit sharing, improvements to health insurance, instituting a pension plan, and increasing employee share of benefit costs.

Respondents were asked to describe any benefits their company provided salaried employees on a voluntary basis that they felt were especially noteworthy. Exhibit 65 summarizes these results. The most frequent response was allowing employees the complimentary use of company facilities such as health clubs, hotel rooms, and vehicles.

APPENDIX I — REGIONAL AND LOCAL ADJUSTMENT TO COMPENSATION

Compensation levels often vary significantly by region or locality. For each position surveyed this year, compensation has been reported for four regions: North Central, Northeast, South, and West. In many cases, especially for major metropolitan areas, compensation varies on a more local basis. In general, insufficient data were received for this survey on a local or metropolitan basis to report more local detail than regional compensation by position. Because Hay Management Consultants conducts many compensation surveys on a national, regional, and local basis, Area Indices for 29 major metropolitan areas from Hay's proprietary database are available and have been presented in the accompanying table in 5% bands.

Hay's database contains more than 1,000 of the major employers throughout the U.S. These indices are based on all companies and all industries in order to provide the most metropolitan areas possible.

Many factors contribute to local variations in compensation levels: industry, company size, type of position, economic factors (such as cost of living, unemployment, and labor supply), and even history and cultural/recreational attractions. The accompanying indices are based upon available compensation data and are meant to be used only as a rough guideline, not as an exact measurement of all these local influences on compensation in the foodservice industry.

If you would like more detailed compensation information for any specific combination of the factors listed above, please call:

Hay Client Services Department at (215) 875-2660, or write: Hay Group, Compensation Information Center, 229 South 18th Street, Philadelphia, PA 19103

Local Area Indices

U.S. Average 1.000

5% Index Range	Locations
1.151–1.200	Metropolitan and Northern New Jersey San Francisco, CA
1.101–1.150	Fairfield County, CT Los Angeles, CA New York, NY Sacramento, CA Westchester County, NY
1.051–1.100	Boston, MA Bridgeport, CT Danbury/Waterbury, CT New Haven, CT
1.001–1.050	Chicago, IL Houston, TX Washington, DC
0.951–1.000	Atlanta, GA Dallas, TX Hartford, CT Minneapolis/St. Paul, MN St. Louis, MO
0.901–0.950	Charlotte, NC Miami/Ft. Lauderdale, FL Phoenix, AZ Wilmington, DE
0.851–0.900	Chattanooga, TN Cincinnati, OH Des Moines, IA
0.801–0.850	Ft. Worth, TX Nashville, TN Omaha, NE

Note: To adjust U.S. salaries to a specific local level, multiply the U.S. salary by the appropriate index factor for that local area. For example:

City	U.S. Average		Area Index Range		Compensation Range
San Francisco	$20,000	x	(1.151 to 1.200)	=	$23,020 to $24,000
Cincinnati	$20,000	x	(0.851 to 0.900)	=	$17,020 to $18,000

APPENDIX II — UNDERSTANDING MEDIANS, MEANS, AND QUARTILES

Several statistics have been used throughout this report: medians, means, lower quartiles, and upper quartiles. These statistics are defined below.

Median

A median is defined as the value of the middle data item when all items have been ranked in increasing or decreasing order. This value is also know as the 50th percentile (P50 or Q2) — 50% (one-half) of the data items have a value that is greater than the median and 50% (one-half) have a value that is less than the median.

Mean (Average)

The term ***mean*** is synonymous with the term ***average***. The mean is calculated by summing the values of all data items and dividing by the total number of items.

Lower Quartile

The lower quartile is defined as the value of the data item that meets the following criteria: 25% (one-quarter) of the data items have a value that is less than the lower quartile and 75% (three-quarters) have a value that is greater than the lower quartile, when all items are ranked in increasing or decreasing order. For this reason, the lower quartile is also know as the 25th percentile (P25 or Q1).

Upper Quartile

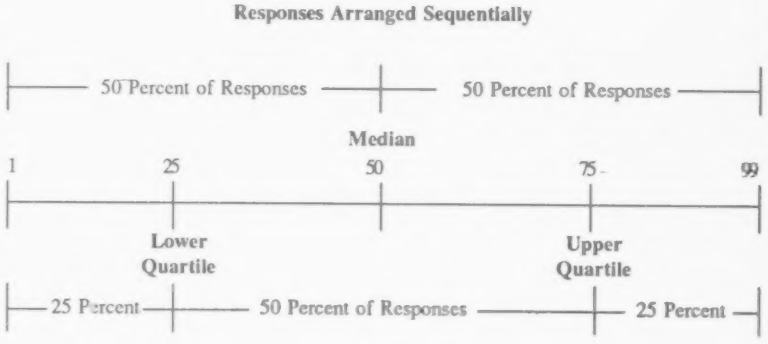
The upper quartile is defined as the value of the data item that meets the following criteria: 75% (three-quarters) of the data items have a value that is less than the upper quartile and 25% (one-quarter) have a value that is greater than the upper quartile, when all items are ranked in increasing or decreasing order. For this reason, the upper quartile is also know as the 75th percentile (P75 or Q3).

Using Median Versus Mean

In most cases in this report, median has been reported instead of mean. In general, medians give less biased results than means when the spread of values in the data is very large due to a small percentage of extremely large or small values. Because the median is the value of the middle item and only its comparative position in the data matters, a few extremely high or extremely low values do not skew the median. On the other hand, because the mean is calculated using the values reported (including extremes) and does not take into account the comparative position of the items, the mean can be skewed heavily towards extreme values. Therefore, in order to report results that are unaffected by extremes, medians have been most commonly used.

Using the Quartiles

The lower and upper quartiles can be useful to gauge compensation ranges for various positions. The ***Interquartile Range*** is defined as the range of values between the upper and lower quartiles. Remember that 25% of the data items fall below the lower quartile and 25% fall above the upper quartile. Therefore, the interquartile range represents the range of values into which 50% of the data items reported fall; one-half of all responses fall between the upper and lower quartiles. As this range decreases, the closer one-half of the data is to the median; therefore, in general, the interquartile range can be used as a measurement of how well the median represents the majority of the data items reported.



NATIONAL RESTAURANT ASSOCIATION

SURVEY OF WAGES AND BENEFITS FOR SALARIED EMPLOYEES AND EXECUTIVES IN FOODSERVICE—1990

SECTION I. GENERAL

PLEASE COMPLETE BY CHECKING OR FILLING IN THE APPROPRIATE RESPONSES.

1. Number of establishments owned or operated by your company: _____

2. Total annual sales volume (for most recent fiscal year): $ _____

3. Type of ownership (check one):

Sole proprietorship	☐
Partnership	☐
Public corporation	☐
Private corporation	☐

4. Primary type of service (check one):

Full menu—Tableservice	☐
Limited menu—Tableservice	☐
Limited menu—No tableservice (fast food)	☐
Cafeteria—Full menu	☐
Other (please specify):_____	☐

5. Scope of operation (check one):

Operating on a local basis	☐
Operating in several localities within one or two states	☐
Operating within one region of the country	☐
Operating within the United States	☐
Operating internationally	☐

6. A. State in which you are located: _____

   B. Zip code at your location: _ _ _ _ _

7. Total payroll for salaried employees (for most recent fiscal year): $_____

8. Total number of salaried employees (as of 10/1/90): _____

9. Is your organization a:

	Yes	No
Foodservice contractor	☐	☐
Hotel/motel	☐	☐
Club	☐	☐
Franchise operation	☐	☐

10. Is your organization a family business with family members working as salaried employees?

☐ Yes ☐ No

11. Please estimate what percent of your salaried employees have worked for the company:

Less than 6 months	_____ %
6 months but less than 1 year	_____ %
1 to 2 years	_____ %
3 to 4 years	_____ %
5 to 9 years	_____ %
10 to 19 years	_____ %
20 years or more	_____ %
TOTAL	100%

SECTION II. SALARY AND BONUS INFORMATION

PLEASE COMPLETE FOR EACH APPLICABLE POSITION IN YOUR ORGANIZATION. IF A PARTICULAR POSITION DOES NOT CORRESPOND TO ONE IN YOUR COMPANY, WRITE "NA" NEXT TO POSITION LISTING. IF NO BONUSES WERE GIVEN FOR A SPECIFIC POSITION DURING THE LAST FISCAL YEAR, PLEASE ENTER "0" IN THE ANNUAL BONUS COLUMN FOR THAT POSITION.

12. Title	Number of Employees in Position	Average Base Salary as of 10/1/90	Latest Average Annual Bonus
OWNER			
CHAIRMAN OF THE BOARD			
PRESIDENT			
CHIEF EXECUTIVE OFFICER			
CHIEF FINANCIAL OFFICER			
CHIEF OPERATING OFFICER			
TREASURER			
VICE PRESIDENT OF:			
Development/Real Estate			
Distribution/Purchasing			
Finance			
Franchising			
Management Information Systems (MIS)			
Marketing			
Operations			
Personnel/Human Resources			
Other (please specify):			
_____			
CONTROLLER			
TRAINING DIRECTOR			
FOOD AND BEVERAGE DIRECTOR			
EXECUTIVE CHEF			
BANQUET MANAGER			
CATERING MANAGER			
UNIT MANAGER			
ASSISTANT UNIT MANAGER			
NIGHT MANAGER			
MANAGER TRAINEE			
DINING ROOM MANAGER			
KITCHEN MANAGER			
REGIONAL MANAGER			
DISTRICT MANAGER			
OTHER (please specify, attach additional sheet if necessary):			
_____			

SECTION II. SALARY AND BONUS INFORMATION (Continued)

13. A. Did your company give any salaried employees bonuses during your most recent fiscal year? ☐ Yes ☐ No

B. If your company offers annual bonuses/incentives to salaried employees, are these bonuses/incentives based on: (Check all that apply.)

Individual employee performance	☐	Other	
Sales		• Secret shoppers reports	☐
• Individual unit	☐	• Traffic counts	☐
• Regional unit	☐	• Goal achievements	☐
• Total company	☐	• (Please describe any other):	
Profit		_____	☐
• Individual unit	☐	_____	☐
• Regional unit	☐	_____	☐
• Total company	☐	_____	☐

SECTION III. BENEFITS

THE FOLLOWING QUESTIONS COVER BENEFITS FOR SALARIED EMPLOYEES. PLEASE ANSWER EACH QUESTION TO THE BEST OF YOUR KNOWLEDGE.

Vacation/Sick/Holiday

14. What policies are in effect for eligible salaried employees? (Please list the number of days given for each category.)

Length of Service	Vacation	Sick Leave
6 months	_____ days	_____ days
1 year	_____ days	_____ days
3 years	_____ days	_____ days
5 years	_____ days	_____ days
10 years	_____ days	_____ days
20 years	_____ days	_____ days

15. Do you allow salaried employees to carry over or cash in unused vacation or sick leave?

	Vacation	Sick Leave
Yes, carry over	☐	☐
Yes, cash in	☐	☐
No	☐	☐

16. How many paid holidays are given to salaried employees this year? _____ days

17. Allowing employees to arrange their own working hours is often referred to as flextime. Does your organization provide flextime to your salaried employees?

☐ Yes ☐ No

SECTION III. BENEFITS (Continued)

Pension and Capital Accumulation Plans

18. Does your company offer any of the following plans for eligible salaried employees?

	Yes	No	When Are Employees Eligible? Weeks With Company
Pension Plan	☐	☐	_____
Employee Stock Ownership Plan (ESOP)	☐	☐	_____
401(k)	☐	☐	_____
Profit Sharing	☐	☐	_____
Other (specify): _____			_____
_____			_____

19. If your company offers a 401(k), is there a matching company contribution? ☐ Yes ☐ No

If yes, what is the matching company contribution for each dollar an employee contributes? _____ cents

Other Perquisites

20. Please indicate if your company offers these perquisites to the majority of the salaried employees and executives.

	Paid Completely	Paid Partially	Not Paid at All	Not Offered
Insurance Coverage				
— business travel/accident	☐	☐	☐	☐
— dental	☐	☐	☐	☐
— disability, short-term	☐	☐	☐	☐
— disability, long-term	☐	☐	☐	☐
— eye care	☐	☐	☐	☐
— health and accident	☐	☐	☐	☐
— HMO	☐	☐	☐	☐
— life	☐	☐	☐	☐
— major medical (doctors, etc.)	☐	☐	☐	☐
— medical/surgical	☐	☐	☐	☐
— prescription plan	☐	☐	☐	☐
— PPO (preferred provider organizations)	☐	☐	☐	☐
— periodic medical checkups	☐	☐	☐	☐
Child Care Benefits	☐	☐	☐	☐
Dependent Care Benefits	☐	☐	☐	☐
Paternity Leave	☐	☐	☐	☐
Maternity Leave	☐	☐	☐	☐
Educational Assistance	☐	☐	☐	☐
Charitable Contributions Matched	☐	☐	☐	☐
Financial Services (Brokers Fees)	☐	☐	☐	☐

SECTION III. BENEFITS (Continued)

	Paid Completely	Paid Partially	Not Paid at All	Not Offered
Interest Free Loans	☐	☐	☐	☐
Sabbatical Leaves	☐	☐	☐	☐
Company Car	☐	☐	☐	☐
Mobile Car Telephone	☐	☐	☐	☐
Professional Dues	☐	☐	☐	☐
Professional Seminars	☐	☐	☐	☐
Company-Furnished Meals	☐	☐	☐	☐
Meals for Families	☐	☐	☐	☐
Housing	☐	☐	☐	☐
Moving Coverage				
— moving expenses	☐	☐	☐	☐
— guaranteed sales price of home	☐	☐	☐	☐
— company-furnished lodging	☐	☐	☐	☐
— travel allowance	☐	☐	☐	☐
Parking	☐	☐	☐	☐
Subsidized Commuting (such as transportation allowance or van pools)	☐	☐	☐	☐
Legal Services	☐	☐	☐	☐
Credit Union	☐	☐	☐	☐
Employee Assistance Programs (such as for alcoholism, drug abuse problems)	☐	☐	☐	☐
Other (please specify):	☐	☐	☐	☐
_____	☐	☐	☐	☐
_____	☐	☐	☐	☐

21. Have you made any significant changes in your benefit program for salaried employees in 1990?

☐ Yes ☐ No

If yes, please explain:

22. Are you planning any significant changes in your benefit program for salaried employees during the next two years?

☐ Yes ☐ No

If yes, please explain:

23. Please describe any benefits your company provides to salaried employees on a voluntary basis that you think are especially noteworthy.

THANK YOU FOR ANSWERING THESE QUESTIONS.

NATIONAL
RESTAURANT
ASSOCIATION

We're glad you're here!

For further information:
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